Eastern Region Headquarters
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File Reference: 291-00

October 2nd, 2009

MEMORANDUM TO: **Detachment Commander Ron Campbell**
Staff Sergeant
Peterborough County Detachment
Central Region

RE: Probationary Constable: Michael Jack
Detachment Peterborough County
ERHQ File# 291

On Friday 18 September 2009 I conducted a "Driver Competency Assessment" on Probationary Constable Michael Jack.

This assessment took place in the City of Kingston using an unmarked Chevrolet Malibu. A specially designed route was utilized to conduct the driver assessment and each driver navigates a broad range of situations to assess their driving abilities. These sessions take approximately 1.5 hours to complete. During this time, the driver is also exposed to internal / external "distracters" while their driving continues to be assessed.

During this assessment CST Jack was required to drive a complex route that varies in 3 distinct respects.

- Driving while receiving directions from myself
- Driving while following a navigation sheet – and while doing this pointing out various house (building) numbers
- Driving while counting backwards by 3's.

Under these conditions I found some concerns with respect to Constable Jack's driving and have contacted Sgt Kent Taylor of the Provincial Academy to provide some remedial driving opportunities.

I am including a copy of the "Driver Competency Assessment". When Transport Canada initially developed the standards used in these assessments they tested numerous people to determine what the "average" driver is. A baseline (5) (average) was established through the scientific analysis of the data. Most professional drivers measure over (6). The goal of the OPP driving program is to have all of our drivers score 6 and above (i.e. above average.) Anything under 6 indicates areas where there is room for improvement. Although the report indicates that Michael is an above average driver – this is not the level that we are looking for with respect to our officers.

As such there are areas that have been identified in the assessment where improvement can take place. I will say that I found CST Jack to be cooperative but felt that he truly was under a fair amount of stress. There were a few situations that presented themselves during the assessment that, involved other drivers breaking the law (for example a 2nd car running a 4 way stop – we had the right of way and started to turn – and another older woman running a red etc). Cst Jack took appropriate measures to prevent collisions in both cases, but wanted me to know "emphatically" that the problems were caused by the other drivers. I discussed how the unexpected has to be expected when driving in the city and you really can not predict the actions of others.

- Speed – slowing down assists in building in safety margins but at times a consistent speed is also required when "way finding" or self navigation. If a situation presents itself that requires some thought or reaction, the best course of action is to move your vehicle to a safe location and then determine what the best course of action is.
- Headway – maintain proper distances between vehicles – builds in escape routes – this includes the vehicles in front of you – but also includes vehicles following you – more attention to the actions of vehicles following your vehicle can increase safety margins.
- Junctions – interaction between the driver and the road system – range in this area indicates room for more consistent performance.
- Dynamic Space Management – increasing "space-cushion" between all vehicles around you.
- Driving with distractions – as indicated by the Driver Competency Report, Probationary CST Jack should focus on his driving – especially when faced with competing demands for his attention. (Internal or external distractions).

It is interesting to note that when CST Jack was operating the vehicle, while counting backwards and faced with very busy and complex intersections he chose to focus "on the driving" and drooped counting until he had successfully navigated the situation – often communicating clearly with other drivers to accomplish what he needed to do. This is exactly what we want our people to do when faced with competing demands. By elevating driving and making it a priority our officers will be able to avoid problems while behind the wheel.

The Ontario Provincial Police Officer must be an above average driver and it is hoped we will set the standard for professional vehicle operation. Elevating "driving" to a higher priority will increase CST Jack's overall driving performance, allow him to increase his safety margins, and assist him in becoming a better driver. Some overall work with Sgt Kent Taylor will give him the

tools he needs to make better decisions, faster when dealing with situations that present themselves while operating a police vehicle.

I have included a definition sheet of the variables contained in the assessment report to assist in understanding the computer generated sheet.

Should you require any additional information or assistance please contact me.

Thank you.

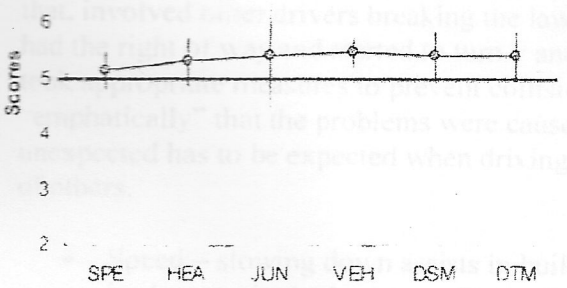
Sgt Dave McNeely
Eastern Region Headquarters
613-284-4561
503-4561

Driver Competency Assessment ©

phone 613-839-3003 A division of Driver Competency Assessment Protocols fax 613-839-0318
2808 Donald B Munro Drive, Kinburn, Ontario, Canada, K0A 2H0

ON25894	Michael	J0052-54407-21216	City: Kingston
18/09/2009	Jack	DCA: 2G Auto	Route: Kngs01

DCA 2 Scores
Average = 5



Driving Characteristics

Score	Average	Variance
SPD	5.17	0.33
HEA	5.33	0.42
JUN	5.42	0.99
VEH	5.50	0.27
DSM	5.42	0.45
DTM	5.42	0.45
G Mean	5.38	0.46

Task Loading Conditions

Driving	Average	Variance
Normal	5.69	0.28
Ext Dist	4.71	0.22
Int Dist	5.75	0.20

Segments

Complexity	Average	Difference
High	5.28	-0.19
Low	5.47	

Driving Characteristics:
All drivers are scored on 4 discreet variables: speed, headway, junctions, vehicle control, and two composite ones: dynamic time management and dynamic space management. Overall Mr. Jack's driving was in the upper end of the average range. Drivers can use either space or time to control their environment. Mr. Jack uses time and space equally effectively (DSM - dynamic space management and DTM - dynamic time management). Both time and space were in the upper end of the average range. Mr. Jack was in the upper end of the average range on both junctions (JUN - junctions; understanding and use of the road system) and headway (HEA - headway; interaction with other road users). Mr. Jack was in the average range on speed (SPD - appropriateness of speed choices for road and traffic conditions). On vehicle (VEH - vehicle handling skills) Mr. Jack scored above average. With the exception of the high degree of variability found in junctions this driver was relatively consistent within individual measures as well s between all measures taken.

Task Loading Conditions:
During the drive Mr. Jack was scored while driving normally, while following a set of written navigational instructions and pointing out a predetermined set of addresses and while counting backwards by threes. Mr. Jack showed significant difference between driving normally and driving while wayfinding (multitasking), suggesting this driver needs to develop better strategies to deal with competing demands and should exercise caution if operating a motor vehicle while trying to complete a secondary task. Mr. Jack showed no difference between driving normally and driving while counting backwards (internal distraction) suggesting that Mr. Jack has developed good control over his allocation of attentional resources.

Segments:
While each segment was approximately three minutes long, some segments were more complex than others based on a predetermined set of criteria. Mr. Jack showed no differences between driving in complex and simple environments suggesting that he can handle both complex and simple driving situations equally.

Recommendations:
Mr. Jack is an average driver who could easily raise his overall driving performance. This driver should undergo some remediation to raise his overall safety margins as found in the driver competency assessment across all areas of driving and when driving with external distractors. This driver should be re-evaluated upon completion of remediation.

SPEED - SPD

Definition: Speed is the appropriateness of speed choice given the circumstances and conditions at the time. Drivers taking into account traction, traffic and visual conditions score higher as do those that are independent of the speed of the vehicle ahead. Higher scores are obtained by drivers choosing a speed so that their vehicle is strategically positioned to maximize the space safety margin as well as the time safety margin. A score of less than 5 would signify that the driver was traveling at a less appropriate speed (than the average driver) which could have been either too slow or too fast for conditions regardless of the posted speed limit. A driver is considered too slow if they force other drivers to pass them when the other drivers are not going inappropriately fast; or loose gaps because of not accelerating quickly enough to get into the line of traffic, etc. A driver is considered too fast if the traction conditions do not warrant the speed, they are pushing other drivers, the car goes out of balance on curves and corners, or the vision is not sufficient to make decisions with the amount of information available for the individual's level of attention dedicated to the task.

HEADWAY - HEA

Definition: The distance a vehicle has between itself and other moving objects. Traditionally headway referred to the space that a vehicle had in the direct forward field whereas headway for the purposes of this assessment refers to the relationships between the driver's vehicle and all other road users both that the driver initiates and ones that are initiated by other road users. Specifically the relationships between the driver and other road users are included in this measure.

JUNCTIONS - JUN

Definition: Intersections and all conflict points that exist in the road environment such as cross streets and driveways, etc. Conflict points for our purposes consist of any location where two or more objects or individuals traverse each other such as pedestrian crossovers and train crossings as well as roadway intersections. The interaction between the driver and the road system, their understanding of the rules of the road and the traffic control devices that delineate responsibility, and their ability to maximize safety margins through the speed and the placement of their vehicle are considered in this measure as is their vigilance in appropriate glance behaviour.

VEHICLE HANDLING - VEH

Definition: Traditionally this variable has been called vehicle sympathy; the degree to which a driver is "in sync" with the vehicle. Vehicle balance on corners, independence of functioning skills and smoothness of handling the vehicle in terms of interacting with the controls are considered in this measure. Smoothness of operation is an essential component of this measure in conjunction with control of the vehicle under varying conditions and speeds.

DYNAMIC SPACE MANAGEMENT - DSM

Definition: This variable is most closely aligned with 'space-cushion' or 'safety envelope' in the literature. The degree to which a driver (a) is aware of their surroundings, (b) understands the implications of the time-space relationship and (c) optimizes space to the best of their ability for themselves and other road users. Drivers who score higher on this measure use space well as a method of optimizing their safety margins. Creating space for both their own safety and the safety of others is critical, particularly for smaller vehicle visibility. A driver's ability to maintain an optimum space independent of other road users is considered important as well as the ability to separate out hazards and deal with each as an isolated event. In these cases higher scores will be in line with the driver's ability to choose the less risky option in a complex environment and/or situation. This is a composite measure comprised of speed, headway, and junctions as well as the sophistication to use space to maximize all of these.

DYNAMIC TIME MANAGEMENT - DTM

Definition: In the literature this variable is most closely aligned to 'eye-lead-time' or 'situation awareness'. The degree to which a driver (a) is aware of their surroundings, (b) understands the implications of the time/space relationship and (c) optimizes time to the best of their ability. Drivers who score higher on this measure use time as a method of increasing their margins by having more time to make decisions and more time to view the environment. Drivers who see and respond to situations developing ahead of the vehicle receive higher scores while those who are continually being trapped by a lack of time will be scored lower on this variable. This is a composite measure comprised of speed, headway, junctions and traffic control devices. Inherent in time management is the notion of judging motion and velocity and the ability to time maneuvers to coincide in space.

Ontario Provincial Police

OCT 14 2009 MAIL LOG # 7794 PETERBOROUGH COUNTY DETACHMENT

File: 291

PROBATIONARY CONSTABLE PERFORMANCE EVALUATION REPORT (PCS-066P)

REGION ORILLIA

Probationary Constable Category (select one):		
☒ 4th Class Constable, Probationary Status	Report Month:	9
☐ Experienced Officer	Report Month:	select month
☐ Amalgamated Officer	Report Month:	select month

ENTERED

Surname:	JACK	**Given Name:**	Michael
Badge:	12690	**WIN:**	393080
Detachment/ Section:	Peterborough County	**Region/Bureau**	Central East
Evaluator:	PC Richard Nie	**Badge:**	10517

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

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

**4th 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.

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

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

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

JOB KNOWLEDGE & SKILLS	RATING
ATTITUDE TOWARDS LEARNING 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. 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. 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.	Does Not Meet Requirements
PROVINCIAL STATUTES Able to identify, articulate and process applicable elements in Provincial Statutes. 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.	Meets Requirements

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 recieves 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

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.	
TRAFFIC ENFORCEMENT Able to maintain a consistent level of proactive visible deterrence patrol in conjunction with enforcement and motorist contacts. Generates a level of productivity and enforcement quantity consistent with a conscientious effort balanced against the requirements of other duties. Takes ownership of Road Safety, participates in initiatives, ensures data integrity, seeks and identifies solutions to problems, and shares relevant information/ideas. Specific example: PC Jack has written 5 provincial offence notices during this time frame. According to RMS, for this month he had 21 calls for service of which 10 were reportable incidents. PC Jack is often content on staying at the detachment to complete paperwork. He has difficulty prioritizing his tasks to allow for more enforcement. He will get focused on one task or assignment and not be able to think about proactive things until he has the first completed. He is being taught to use the community policing offices to complete his work as opposed to wasting time by driving all the way back to the detachment after each call.	Does Not Meet Requirements

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

WRITTEN Expresses self clearly and concisely in writing. Documents information accurately in a timely manner and includes all necessary information that is required for reports utilizing electronic forms such as RMS. Specific example: PC Jack writes very detailed occurrence reports for the calls he attends. Aside from some minor puncuation 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.	Meets Requirements
LISTENING SKILLS 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. 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. 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.	Meets Requirements
NON-VERBAL Uses appropriate body language, gestures, and demeanor; is aware of their effect on others. 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.	Meets Requirements
RADIO COMMUNICATIONS Uses appropriate and respectful language when utilizing the communications system, communicates effectively, uses 10 codes. 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. 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.	Does Not Meet Requirements

COMMUNITY FOCUS	RATING
COMMUNITY FOCUS 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. 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.	Meets Requirements
VALUING DIVERSITY Works effectively with a wide cross-section of the community representing diverse backgrounds, cultures and socio-economic circumstances. Specific example:	Meets Requirements

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

current set of circumstances. For example, in the incident mentioned earlier involving the youth on the bicycle, PC Jack would take the constuctive 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.	
RESOLUTION Selects the most effective problem-solving strategy and (when appropriate) implements this strategy involving the community. 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. 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 their 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.	Does Not Meet Requirements
FOLLOW-UP ORIENTATION Conducts appropriate follow-up as required to complete a thorough investigation. 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.	Meets Requirements

LEADERSHIP ATTRIBUTES	RATING
INITIATIVE Tries to make a positive difference, improve outcomes and effectively manage problems. Specific example: PC Jack is doing the best he can given the circumstances. He is willing to participate in things like RIDE checks and tries to stay positive. He understands that he has work to do to improve in several areas and has been willing to attempt to correct these areas. He needs to continue to work at staying out of the detachment and working in his zone, not only to improve his enforcement totals but to remain visible for the community.	Meets Requirements

PERSONAL ACCOUNTABILITY Takes responsibility for one's own actions and consequences and willingly deals with any identified performance deficiencies. Specific example: In contrast to saying that he is making attempts to improve, PC Jack shows no ability to accept responsibility for his actions. He will work at improving the deficiencies, but he never will accept that it is his fault - he will always blame his issues on another officer or individual. From the first day with his new coach officer, it was evident that this was going to be a problem area. PC Jack requested help with completing a vehicle record search on MTO. He advised that he had never done this before, which was a surprise given he was at the 8 month mark on the road. He was shown where to locate the form and advised to attempt to fill in the blanks. He then brought it back for review and there were two minor errors pointed out. Upon hearing this, PC Jack advised that when another officer showed him before how to do the form that he said it was okay the way he had done it. PC Jack was advised immediately that answer shopping was one of his problem areas and it would not be tolerated. He was advised that he could not set up his coach or other officers by asking questions that he already knew the answers to just to point out that he had been taught differently. He was also told that lying and blaming other officers was unacceptable. PC Jack apologized and said it wouldn't happen again. Since that day, it has been daily that something will come up where PC Jack attempts to ask questions that he already knows the answer to. On 19SEP09 he asked his coach how to sign a ticket because he didn't know the correct way to sign. He advised on 15SEP09 that he did not know how to start off his notebook as he had never been taught. It was explained in both instances to him that it couldn't be true that he hadn't been shown these basic tasks. It was pointed out again that it was clear that he was not being truthful just to see if this coach officer would give a different answer so that he could blame the other officer. He was told that his coach officer was not going to play games with him and PC Jack smiled. It was apparent that PC Jack knew that his coach officer had figured out what he was attempting to do.	Does Not Meet Requirements
PLANNING & ORGANIZING Sets priorities, co-ordinates and schedules each task in a logical manner while exercising time management skills. Specific example: When it comes to paperwork and follow-up, PC Jack is very organized and looks after his task list appropriately. In regards to calls for service, PC Jack has trouble prioritizing his calls - this is commented on under Flexibility and Problem solving skills.	Meets Requirements
FLEXIBILITY Adapts to a variety of changing situations, individuals and groups. Specific example: PC Jack has difficulty under stressful situations. He is very good at staying focused on one specific task, but he has trouble adapting to multiple things. When he is confronted with more than one task at once, his decision-making tends to break down and other things falter such as his driving. On 09SEP09 at the start of shift PC Jack was advised of a pending threats call. He was asked to call the dispatcher for details. Upon returning to his coach, he advised that there were three calls outstanding and he had taken details on a stolen vehicle. He was advised to call back and get all three call details, and then prioritize which one to deal with first. He returned to advise that the threats call was not in his zone. It was explained how with only three day shift officers working for the first hour of the day, he would be taking calls in every zone. After 45 mintues he still had not contacted the complainant for the threats call which was obviously the most important call.	Does Not Meet Requirements

INTERPERSONAL ATTRIBUTES	RATING
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:	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: 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.	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: 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. 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 giving 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 trust of the public.	Does Not Meet Requirements

TEAM WORK Works effectively with others towards a common purpose while putting the group's goals ahead of personal achievement. 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.	Meets Requirements

PERSONAL IMPACT	RATING
SELF-AWARENESS Recognizes and manages personal biases, assumptions and stereotypes that can influence actions, communication, relationships, judgments and decisions. 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.	Meets Requirements
DEPORTMENT Controls emotions, especially when provoked or when facing opposition or hostility. Takes constructive action, deals with situations while maintaining professionalism. 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.	Meets Requirements
APPEARANCE Projects a positive and professional image; maintains uniform and equipment. Specific example: PC Jack always maintains his uniform and equipment in top condition.	Meets Requirements

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: 13 OCT 09

Coach Officer Comments:
PC JACK HAS IMPROVED IN SOME AREAS BUT NEEDS TO FOCUS ON SEVERAL OTHERS TO CORRECT HIS DEFICIENCIES

Coach Officer's Signature (Performance has been observed that supports the rating assigned for each category): #10517	Date: 08 OCT 09

Accountable Supervisor's Comments (Mandatory):
Cst. JACK's limited progress has been well documented by his coach officer. I have had an opportunity to discuss identified issues in Constable JACK's development with him and Cst. NIE regularly. There are a number of concerns that Cst. JACK must address. He will be assisted in doing so but must show the initiative and desire to overcome them.

Accountable Supervisor: P. J. BUTORAC	Accountable Supervisor's Signature:	Date: 08 Oct 09

Detachment Commander

Comments (Mandatory):
I have reviewed Constable Jack's evaluation and have grave concerns with his lack of progress in certain areas. He has not met requirements in 13 categories. I feel more importantly at this stage of his probation meeting requirements would be in the norm not the minority.
It is very important that he work on his personal accountability and problem solving. I have met Constable Jack on many occassions and have no doubts he is a very intelligent person. The problem lies in converting theory into practical solutions in reality.
I would encourgage Mike to continue to follow the direction given by his coach and hope that as he continues to work his making and self confidence improves.

Detachment Commander: Campbell	Detachment Commander's Signature:	Date: 08 Oct 09

Instructions:
At the conclusion of each evaluation period:

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

Regional Commander (or designate)

Comments (Mandatory)

Issues and concerns noted.

Regional Commander (or designate): Inspector Dave F. Lee Manager Staff Development and Training	Regional Commander's (or designate) Signature:	Date: 23 Oct 09

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.

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PROBATIONARY CONSTABLE
WORK IMPROVEMENT PLAN

This plan is designed to assist the supervisor in addressing employee performance problems. The objective of this plan is to correct identified work performance deficiencies or behaviour problems in order to elicit an acceptable level of work performance and meet the requirements for Probationary Constable.
This plan will be initiated when the PCS 066P indicates:

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

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

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

DESCRIPTION OF DEFICIENCIES THAT REQUIRE IMPROVEMENT TO "MEET" WORK PERFORMANCE STANDARDS

(1) Attitude Towards Learning - Able to re-evaluate personal opinions, judgements and assumptions based on new information and experiences; able to learn from mistakes and accept disappointments as well as successes.

(2) Federal Statutes - Able to identify, articulate and process applicable elements in Federal Statutes.

(3) Police Vehicle Operation - Drives a motor vehicle in compliance with traffic laws in a safe and proficient manner. Employs appropriate pursuit and emergency driving strategies in compliance with policy. Able to multitask effectively.

(4)Traffic Enforcement - Able to maintain a consistent level of proactive visible deterrence patrol in conjunction with enforcement and motorist contacts. Generates a level of productivity and enforcement quantity consistent with a conscientious effort balanced against the requirements of other duties. Takes ownership of Road Safety, participates in initiatives, ensures data integrity, seeks and indentifies 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.

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PROBATIONARY CONSTABLE
WORK IMPROVEMENT PLAN

Coach Officer's Comments: THE AREAS IDENTIFIED ABOVE ARE THOSE THAT REQUIRE IMPROVEMENT	
Coach Officer's Signature: #10517	Date: 080C709
Probationary Constable's Comments:	
Probationary Constable's Signature:	Date: 13 OCT 09

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 me 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.

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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: Cst. Jack needs to address these issues, monthly	
Accountable Supervisor's Signature: Sgt 6901	Date: 08 OCT 09
Probationary Constable's Signature:	Date: 13 OCT 09
Detachment Commander's Comments: I concur with the plan	
Detachment Commander's Signature: 3LS-7-6385	Date: 08 OCT 09
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 prioritzing 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.

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PROBATIONARY CONSTABLE
WORK IMPROVEMENT PLAN

(5) Self-Awareness - PC Jack did not display and concerns in this area and is aware of individual backgrounds.

(6) Teamwork - PC Jack has worked well with the members of his shift and participates in RIDE checks.

(7) Written - PC Jack writes effective reports - no new crown brief synopsis were observed this past month.

(8) Deportment - PC Jack has been observed control his emotions appropriately on any calls or situations he has been involved with.

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

Probationary Constable's Signature:	Date: 13 OCT 09
Accountable Supervisor's Signature: Sgt 6901	Date: 08 Oct 09
Detachment Commander's Comments (mandatory):	
Detachment Commander's Signature: I concur #SCSgt 635	Date: 08 OCT 09
Regional Commander's (or designate) Comments:	
Regional Commander's (or designate) Signature:	Date:

Ontario Provincial Police

PROBATIONARY CONSTABLE PERFORMANCE EVALUATION REPORT (PCS-066P)

Probationary Constable Category (select one):	☒ 4th Class Constable, Probationary Status	Report Month: 10
	☐ Experienced Officer	Report Month: select month
	☐ Amalgamated Officer	Report Month: select month

Surname:	JACK	**Given Name:**	Michael
Badge:	12690	**WIN:**	393080
Detachment/ Section:	Peterborough County	**Region/Bureau**	Central East
Evaluator:	PC Richard Nie	**Badge:**	10517

Evaluation Period: (DD/MM/YY) **Start:** 09OCT09 **End:** 09NOV09

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

**4th 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.

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

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

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

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

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

has work to do. He still needs to learn how to prioritize his tasks. For example, after a collision, it is okay to do some enforcement before immediately attending an office to complete the traffic report. During this month PC Jack wrote 12 HTA offence notices.	

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

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

COMMUNITY FOCUS	RATING
COMMUNITY FOCUS 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. Specific example: PC Jack has made a good effort at patrolling the villages and towns in his patrol area. He has shifted his focus from staying at the detachment to being out and visible in the community.	Meets Requirements
VALUING DIVERSITY Works effectively with a wide cross-section of the community representing diverse backgrounds, cultures and socio-economic circumstances. Specific example:	Meets Requirements

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

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

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

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

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

FLEXIBILITY	
Adapts to a variety of changing situations, individuals and groups. Specific example: PC Jack struggles the minute the situation becomes stressful. Given a template to follow, he does well at completing one task at a time. When asked to multitask, everything falls apart. On 27OCT09 there was a call on the radio where night shift was looking for a stolen vehicle – PC Folz advised he had two people under arrest at Airport Road by the train tracks – PC Jack was advised of the information and he told his coach he had heard. He did not appear to be in any type of hurry to assist his coworkers – PC Jack was told by his coach they would be attending and PC Pitts confirmed he was leaving at the same time. His coach had to repeat the location to PC Jack three times prior to even leaving the parking lot. He was encouraged to move faster so he could help his partners and all it did was slow him down. He appeared very confused and could not deal with the lack of information on the call – he wanted more details than just "go there to help the officers". As the pressure was increased, his stress increased, and everything just slowed down. Since he did not have a detailed set of facts to start off with, it caused PC Jack to become confused, frustrated, and upset over what to do with the call.	Does Not Meet Requirements

INTERPERSONAL ATTRIBUTES	RATING
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:	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: PC Jack still has the first part of this category covered well. He is polite and cooperative and has the ability to be compassionate to those in need. He has made an effort to avoid answer shopping and deals almost exclusively with his coach unless instructed otherwise. He biggest challenge this month has been with information sharing. On two different occasions he got into situations involving Sergeants and his coach in which he did not give complete information to the Sergeant to make an informed decision. On 21OCT09 PC Jack started early and was working in the office. Near the end of the day a collision came in and the dayshift Sergeant asked PC Jack to attend as he was available. He neglected to inform the Sergeant that he was not to attend calls alone. When discovered by his coach and discussed with the Sergeant, a lack of trust developed again from the lack of full disclosure.	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: PC Jack still shows limited confidence with what he is doing both at calls and at the office. He is constantly encouraged to make a decision instead of relying on others to give him the answers. He has trouble with this though because he is afraid of making a mistake. In the example discussed under Resolution, PC Jack lost his composure and got to the point that he told his coach that he did not know what to do. Until he was told to relax and start the day over fresh, he was unable to begin anything as he was too overwhelmed with prioritizing his calls.	Does Not Meet Requirements
TEAM WORK Works effectively with others towards a common purpose while putting the group's goals ahead of personal achievement. Specific example: PC Jack has not had any issues working with the members of his platoon. He remains very quiet and for the most part deals only with his coach officer.	Meets Requirements

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

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: SEE ATTACHED

Employee's Signature:	Date: 18 NOV 09
Coach Officer Comments: DUE TO THE NUMBER OF CATEGORIES THAT STILL REQUIRE IMPROVEMENT, I AM NOT RECOMMENDING PC JACK FOR PERMANENT STATUS AT THIS TIME.	
Coach Officer's Signature (Performance has been observed that supports the rating assigned for each category): #1057	Date: 10 NOV 09
Accountable Supervisor's Comments (Mandatory): Cst Jack is overburdened. By the number of categories requiring improvement. He has been given ample opportunity to address this. He is trying but I cannot support permanency at present	

Accountable Supervisor:	Accountable Supervisor's Signature:	Date:
P.J. BOTORK		13 NOV 09

Detachment Commander

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

Detachment Commander:	Detachment Commander's Signature:	Date: 10 Nov 09
CAMPBELL MRJ	Sgt 6385	

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.

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PROBATIONARY CONSTABLE
WORK IMPROVEMENT PLAN

This plan is designed to assist the supervisor in addressing employee performance problems. The objective of this plan is to correct identified work performance deficiencies or behaviour problems in order to elicit an acceptable level of work performance and meet the requirements for Probationary Constable.
This plan will be initiated when the PCS 066P indicates:

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

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

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

DESCRIPTION OF DEFICIENCIES THAT REQUIRE IMPROVEMENT TO "MEET" WORK PERFORMANCE STANDARDS

(1) Attitude Towards Learning - Able to re-evaluate personal opinions, judgements and assumptions based on new information and experiences; able to learn from mistakes and accept disappointments as well as successes.

(2) Federal Statutes - Able to identify, articulate and process applicable elements in Federal Statutes

(3) Police Vehicle Operation - Drives a motor vehicle in compliance with traffic laws in a safe and proficient manner. Employs appropriate pursuit and emergency driving strategies in compliance with policy. Able to multitask effectively.

(4) Oral - Questions and interviews others appropriately to gain information. Communicates ideas and concepts clearly, effectively and in a professional manner.

(5) Radio Communications - Uses appropriate and respectful language when utilizing the communications system, communicates effectively, uses 10 codes.

(6) Decisive Insight - Uses knowledge and training to effectively problem solve situations and make the best decision at the most appropriate time.

(7) Analytical Thinking - Demonstrates logical cause and effect thinking; systematically identifies basic patterns or connections between situations, person or events; identifies key elements in complex situations.

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

(9) Personal Accountability - Takes responsibility for one's own actions and consequences and willingly deals with any identified performance deficiencies.

(10) Flexibility - Adapts to a variety of changing situations, individuals and groups.

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

(12) Self-Confidence - Believes in one's abilities, understands one's own strengths and limitations; able to receive constructive criticism while maintaining professionalism.

Coach Officer's Comments: PC JACK HAS SEVERAL AREAS THAT STILL REQUIRE WORK TO MEET STANDARDS

Coach Officer's: #10517 Date: 10 NOV 09

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PROBATIONARY CONSTABLE
WORK IMPROVEMENT PLAN

Signature: M.J.	
Probationary Constable's Comments:	
Probationary Constable's Signature:	Date: 18 NOV 09

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

(1) Attitude Towards Learning - PC Jack can work towards meeting standards in this category by accepting ownership and responsibility for his mistakes. He has the desire to learn, he just needs to focus on correction not blame. This will continue to be addressed by the coach officer whenever it occurs and corrected immediately.

(2) Federal Statutes - PC Jack will need to invest some of his time in studying the elements of criminal offences and his arrest authorities and procedures. At each call for service that provides the opportunity, these elements will be discussed to ensure that PC Jack is aware of the circumstances and what options are available. While enroute to calls, he and his coach still develope a game plan of how to handle the call based on dispatch information alone.

(3) Police Vehicle Operation - PC Jack is continuing remedial driver training with Sgt. Kent Taylor of GHQ.

(4) Oral - PC Jack will need to focus more closely on hearing exactly what things are being said by the people he is speaking with. This will flow directly from his increased knowledge of Federal and Provincial Statutes as he will learn what questions to ask to help complete his investigation. When time permits, he can plan ahead and tell his coach officer what things he will be asking at the calls and what he plans to do with the information. He needs to avoid memorizing steps and listening to the information given to him through his questions.

(5) Radio Communications - PC Jack will be monitored closely to ensure that he advises the dispatcher of every stop that he makes and what he is doing. It will continue to be pointed out to him by his coach officer if he ever misses hearing the radio.

(6) Decisive Insight - PC Jack needs to make his best efforts at using common sense. Role playing ahead of time prior to attending calls can assist in this somewhat, and he will continue to be steered away from attempting to memorize calls and locations.

(7) Analytical Thinking - As mentioned in the Oral category, as he improves with his knowledge of Federal Statutes, it flows that his thinking will improve as well. He will continue to discuss his thoughts and ideas with his coach officer when possible and avoid asking for the answer from his coach officer.

(8) Resolution - PC Jack will continue to be forced to make decisions at calls. When he often shys away from making the decision and asks for the answer, he will me made to think on his own and develop a plan. Again, when time permits, these plans will be reviewed before and after the calls to determine their effectiveness.

(9) Personal Accountability - No specific action step other than observing that other tasks are completed. It flows that if attempts are made to correct the problems and the steps are completed than the accountability will meet requirements.

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

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

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

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PROBATIONARY CONSTABLE
WORK IMPROVEMENT PLAN

Comments mandatory at all levels

Accountable Supervisor's Comments:	
Accountable Supervisor's Signature: P.J. BUTORAK	Date: 8 NOV 09
Probationary Constable's Signature:	Date: 18 NOV 09
Detachment Commander's Comments: I concur with the Coach Officer's comments. If the member starts to take ownership for issues as they arise I feel he will have a greater level of achievement in all areas.	
Detachment Commander's Signature: S/Sgt 6385	Date: 10 Nov 09
Regional Commander's (or designate) Comments:	
Regional Commander's (or designate) Signature:	Date:

RESULTS ACHIEVED
To be completed by Accountable Supervisor

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

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

Probationary Constable's Signature:	Date: 18 NOV 09
Accountable Supervisor's Signature:	Date: 13 NOV 09

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PROBATIONARY CONSTABLE
WORK IMPROVEMENT PLAN

Detachment Commander's Comments (mandatory): Please keep working towards plan goals.	
Detachment Commander's Signature:	Date: 19 Nov 09
Regional Commander's (or designate) Comments: Noted.	
Regional Commander's (or designate) Signature:	Date: 14 Dec 09

Re: Probationary Constable Performance Evaluation Report (PCS-066P)

JACK, Michael, Badge # 12690

Report Month: 10

Evaluation period: 09 October 2009 to 09 November 2009

Federal Statutes Rating: Does Not Meet Requirements

At no point in time did I approach the vehicle. I stayed with the other officer on the road to back him up when he was speaking with the 3 youths while PC Nie went down the ditch and examined the vehicle. I did not indicate that I had noticed the smell of the burnt marijuana because I never detected the odor of the burnt marijuana in the first place. Firstly, I did not approach the vehicle and secondly I had a cold at the time and had a severe nasal congestion. I therefore could not have smelled marijuana from the distance.

Date: 19-NOV-09 Signature:

Ontario Provincial Police
Police provinciale de l'Ontario

Career Development Bureau
Bureau de l'avancement professionnel

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Reference No/N° de dossier: 291

December 09, 2009

MEMORANDUM TO:

PROBATIONARY CONSTABLE JACK
PETERBOROUGH COUNTY, DETACHMENT

Re: Notice of Proposed Release from Employment

This memorandum will serve as notice to you that a recommendation has been made that you be released from employment from the Ontario Provincial Police. You will be released from employment pursuant to subsection 37 (2) of the Public Service of Ontario Act.

The recommendation for your release from employment is based on your failure to meet the requirements of the position as a Probationary Constable based on unsatisfactory work performance. On August 25, 2008, you acknowledged and signed the attached form, Performance and Conduct Requirements of a Probationary Constable

You have the opportunity to prepare a written submission or to meet with Chief Superintendent Armstrong at Central Headquarters at 1330 hours on December 15, 2009, before a decision is made. To assist Chief Superintendent Armstrong in his decision relating to your employment status, I will provide him with a copy of this memorandum and attached documentation.

If the recommendation is accepted, you will be released from employment pursuant to subsection 37(2) of the *Public Service of Ontario Act*.

Please advise Staff Sergeant Colleen Kohen in writing, by 0900hours on December 14, 2009, as to which option, if any, you wish to exercise. If you choose not to make a submission, the final decision will be based on the information in this memorandum and the attached documentation.

You have the right to have a representative of the Ontario Provincial Police Association present at the meeting.

Mary Silverthorn
A/Bureau Commander

c. OPPA
C/Supt. Mike Armstrong, Regional Commander - Central Region

Ontario Provincial Police

PROBATIONARY CONSTABLE PERFORMANCE EVALUATION REPORT (PCS-066P)

Probationary Constable Category (select one):	☒ 4th Class Constable, Probationary Status	Report Month: 11
	☐ Experienced Officer	Report Month: select month
	☐ Amalgamated Officer	Report Month: select month

Surname:	JACK	**Given Name:**	Michael
Badge:	12690	**WIN:**	393080
Detachment/ Section:	Peterborough County	**Region/Bureau**	Central East
Evaluator:	PC Richard Nie	**Badge:**	10517

Evaluation Period: (DD/MM/YY) **Start:** 09NOV09 **End:** 09DEC09

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

**4th 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.

Insp. Peterborough County Det.

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

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

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

JOB KNOWLEDGE & SKILLS	RATING
ATTITUDE TOWARDS LEARNING 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. Specific example: PC Jack has always shown a desire to learn. He has yet to change from trying to put every situation into a mold or template that he can follow. Unfortunately, as a result of this he continues to get disappointed when things don't go exactly as planned. On 09NOV09 PC Jack was processing a male party that he had arrested for impaired driving. After the breath tests had been completed but prior to release, the accused asked if he could lie down in the cells. PC Jack was unable to make the decision himself and asked his coach officer for permission. PC Jack then allowed the accused to go into the cells and lie down without removing his jacket, belt, or shoes with laces. When this was pointed out to him, PC Jack said something about already searching the accused when he had arrested him. As is evident from this example, PC Jack continues to make mistakes on basic tasks and has not learned from these mistakes.	Does Not Meet Requirements
PROVINCIAL STATUTES Able to identify, articulate and process applicable elements in Provincial Statutes. Specific example: PC Jack continues to have an adequate understanding of the Provincial Statutes that he has been observed dealing with this month. He has made traffic stops and laid the appropriate charge when required.	Meets Requirements
FEDERAL STATUTES Able to identify, articulate and process applicable elements in Federal Statutes. Specific example: PC Jack continues to have a working knowledge of the offences that he encounters. He still has difficulty converting that book knowledge into practice on the road. He continues to be very hesitant with making a choice on how to proceed with a course of action.	Does Not Meet Requirements

probation for domestic assault had gotten into a fight with his grandpa, then came to the family residence and was arguing with his father and brothers. PC Jack spoke with the involved parties – he removed the father from the kitchen (more like a suspect than a victim) and then spoke with him in living room. After he was done, PC Jack sat for a minute and then asked the father's permission to speak with his coach officer. The father appeared very confused as to why PC Jack would ask this. At no point did PC Jack ask about the status of the grandpa and whether or not he was injured. Upon going outside to discuss PC Jack advised he was going to arrest the male for breach of probation for not keeping the peace. This was concerning to his coach officer as PC Jack had just been reprimanded for doing the exact same thing on his previous shift. He had been given direction about not laying this type of charge as the courts would not proceed with them. PC Jack was asked how he could he be doing this again with the same charge – he was asked if he hadn't learnt something from the previous call and said he needed to think for a moment. It was clear that PC Jack was uncertain what to do with the occurrence. His coach officer had to tell him his options and then have him decide. PC Jack also told the father that they could have a no alcohol condition placed on their son. His coach told PC Jack that he needed to correct this statement because he had told them incorrect information. PC Jack denied saying it this way but just prior to leaving the father asked how they could get the condition added that PC Jack had talked about – PC Jack's coach explained to the complainant that the information was incorrect and they apologized.	
POLICE ORDERS/PROCEDURES/TECHNICAL SKILLS Able to identify, locate, articulate and demonstrate applicable elements of Police Orders pertaining to policy, procedure, and guidelines. Able to utilize CPIC, E-mail, RMS Systems. Specific example: PC Jack continues to develop his system where he categorizes every email he recieves into folders and has memory sticks full of reports and procedural examples. He has no trouble utilizing the computer based programs that used on a day to day basis.	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 is a very nervous driver and lacks confidence with his decision making while driving. He drives safely but causes concern with some of his habits. On 24NOV09 PC Jack completed his remedial driving sessions with Sergeant Kent Taylor, the Driver Training Coordinator. As a result of these sessions, Sergeant Taylor stated he is satisfied that PC Jack is capable of driving OPP vehicles in a safe and professional manner.	Meets Requirements
TRAFFIC ENFORCEMENT Able to maintain a consistent level of proactive visible deterrence patrol in conjunction with enforcement and motorist contacts. Generates a level of productivity and enforcement quantity consistent with a conscientious effort balanced against the requirements of other duties. Takes ownership of Road Safety, participates in initiatives, ensures data integrity, seeks and identifies solutions to problems, and shares relevant information/ideas. Specific example: PC Jack has done a good job at showing improvement in this category in his attempts to	Meets Requirements

increase his enforcement totals. He is willing to participate in RIDE and seatbelt checks, and takes note of the directed patrol boards for specific problem areas. During this period, PC Jack wrote 7 provincial offence notices.

COMMUNICATION SKILLS	RATING
ORAL Questions and interviews others appropriately to gain information. Communicates ideas and concepts clearly, effectively and in a professional manner. Specific example: PC Jack has not shown improvement in this area. He speaks professionally to others however still needs to work on sorting through the information he is given. He needs to focus on asking more detailed questions in order to get the answers he needs. His use of templates for questioning has caused him to miss relevant points specific to each individual case. When dealing with fellow officers, for some reason he will omit information given to him when he is asking for help or direction from another. On 28NOV09 PC Jack was stopped along the side of County Road 6 when an elderly male parked behind him and approached PC Jack on the drivers side. The male advised that he had seen PC Jack pull out of Little Chipmunk Drive and that he had friends who are in Florida and he looks after their house. He wanted to make sure the police weren't at their home for something that was wrong. PC Jack was trying to tell the male to move in front of the cruiser for his safety but the male did not understand and continued with his story. It was clear that everything was fine and the male started to walk back to his car when PC Jack told him to wait so he could talk him. His coach officer told PC Jack that everything was fine and PC Jack said he didn't have all the details about what was going on. His coach officer told PC Jack to just let the male leave but PC Jack proceeded to exit the cruiser – he came back shortly and said that he just wanted to move the male between or in front of the cars because it was safer as he had been taught. His coach agreed that this was correct however because he was unable to explain what he wanted in the first place to the man, the man had already given PC Jack all the information. PC Jack had made the situation worse – in 20 seconds his coach explained to PC Jack everything that the man said. PC Jack had not heard any of this because he was so focussed on trying to have the man move instead of ending the whole situation quickly.	Does Not Meet Requirements
WRITTEN Expresses self clearly and concisely in writing. Documents information accurately in a timely manner and includes all necessary information that is required for reports utilizing electronic forms such as RMS. Specific example: PC Jack still writes very detailed occurrence reports for the calls he attends. His note taking has been watched and has improved. On 08DEC09 PC Jack attended a domestic dispute call. As a result of the call a male party was arrested and held for a bail hearing. PC Jack did good job at writing the crown brief synopsis - SP09276374.	Meets Requirements

LISTENING SKILLS 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. Specific example: PC Jack pays very close attention to people when he is listening to their responses and instructions. His difficulties are still discussed under Oral where he still has trouble putting the information together into something useful and then repeating it to others. On 16NOV09 PC Jack attended an address in Apsley to assist at a domestic dispute call. He assisted the investigating officer by taking a detailed statement and ensured the victim was being looked after appropriately -SP09266064.	Meets Requirements
NON-VERBAL Uses appropriate body language, gestures, and demeanor; is aware of their effect on others. Specific example: On 02DEC09 PC Jack attended a motor vehicle collision and assisted with traffic control at the scene. He did a good job at remaining calm in a situation involving a school bus full of children. Though none were injured seriously, the children were all standing on the side of the highway. PC Jack was aware that maintaining a calm demeanour was important to keep the children calm - SP09278848.	Meets Requirements
RADIO COMMUNICATIONS Uses appropriate and respectful language when utilizing the communications system, communicates effectively, uses 10 codes. Specific example: PC Jack has no trouble using the proper codes and pays close attention to how he speaks on the radio. His troubles begin when he is under pressure. He forgets at times to update the dispatcher with what he is doing and where he is going. He still has trouble with listening to the radio when he is distracted by a conversation or task. On 24NOV09 and 02DEC09 while at busy collision scenes, at times PC Jack missed responding to calls from his dispatcher while in the process of completing other tasks.	Does Not Meet Requirements

COMMUNITY FOCUS	RATING
COMMUNITY FOCUS 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. Specific example: PC Jack has made a good effort at patrolling the villages and towns in his patrol area. He has shifted his focus from staying at the detachment to being out and visible in the community.	Meets Requirements

VALUING DIVERSITY Works effectively with a wide cross-section of the community representing diverse backgrounds, cultures and socio-economic circumstances. Specific example: PC Jack is aware of both reserves located within Peterborough County and has been willing to assist or back-up at any call he is dispatched to on the reserves. He has worked effectively with officers from other forces or jurisdictions as well as the people they deal with regularly.	Meets Requirements

PROBLEM SOLVING SKILLS	RATING
DECISIVE INSIGHT Uses knowledge and training to effectively problem solve situations and make the best decision at the most appropriate time. Specific example: This category has shown no improvement as well. The comments from previous months still apply - unless the situation is identical to one that he has experienced before, PC Jack struggles with coming to a decision about what to do. On 13NOV09 PC Jack had a vehicle approach him within his lane of traffic. PC Jack appeared very nervous, he recognized the car was in his lane but just moved over and let it go by. It was like he knew he wanted to do something but couldn't decide what to do. His coach officer told him to turn around immediately and stop the vehicle. While doing this his coach officer noticed the car turn into a driveway. This was pointed out to PC Jack and he made a turn directly towards the ditch, about 150ft short of the driveway. When the cruiser tires touched the gravel shoulder PC Jack stopped, then drove up the shoulder until he reached the driveway.	Does Not Meet Requirements
ANALYTICAL THINKING Demonstrates logical cause and effect thinking; systematically identifies basic patterns or connections between situations, persons or events; identifies key elements in complex situations. Specific example: PC Jack still struggles at piecing things together at his calls. He still is very methodical and systematic in his approach but has trouble sorting out the information. On 23NOV09 PC Jack came upon a disabled motor vehicle on County Road 2. PC Jack stopped to ask the driver if she was okay and she stated she had someone coming. PC Jack did not make any inquiries about the vehicle or what she was stopped for, just drove away. It was explained by his coach officer that the situation could now result in an abandoned vehicle. Checks later in the day revealed that the vehicle was in fact abandoned. This could have been prevented had some basic questions been covered off and thought through at the time.	Does Not Meet Requirements
RESOLUTION Selects the most effective problem-solving strategy and (when appropriate) implements this strategy involving the community. Specific example: PC Jack still has trouble determining what is the most appropriate solution to a problem he faces. He still either states that he does not know what to do and waits to be told, or he shows a lack of confidence in trusting that his decision is correct. The example used under Federal Statutes is applicable in this category as well. Though he	Does Not Meet Requirements

knew from one shift prior that he was not to follow one course of action, PC Jack chose to use the exact same course of action again. PC Jack gave incorrect information and advice to the complainant, and also waited for his coach officer to provide the solution to him.	
FOLLOW-UP ORIENTATION Conducts appropriate follow-up as required to complete a thorough investigation. Specific example: PC Jack does well in this regard and attempts to complete his reports the instant that his call is complete. He still approaches his coach before each shift with a list of things he needs to do or is working on.	Meets Requirements

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

FLEXIBILITY Adapts to a variety of changing situations, individuals and groups. Specific example: PC Jack struggles the minute the situation becomes stressful. Given a template to follow, he does well at completing one task at a time. When asked to multitask, everything falls apart. On 19NOV09 PC Jack met with Sergeant Butorac and his coach officer for a progress review. PC Jack discussed some of his struggles and advised that he felt he would be fine if he was by himself and not under the pressure of being with his coach. It was re-iterated to him that stress and pressure were parts of the job and he needed to be able to perform under these situations as well. PC Jack commented how he forwards emails and work to his house so he can work on them without distraction claiming that there is always too much going on around him at the office and pressure to be out on the road. The example mentioned under Decisive Insight is useful here as well - when things got stressful in that situation, PC Jack drove the cruiser directly towards the ditch as opposed to the driveway of the residence. On 24NOV09 PC Jack attended a collision scene in which a truck had gone off the road into a ditch. PC Jack advised he wanted to gather all the information and that he had all the documents. He was told to go sit in the cruiser and complete forms while his coach would assist with removal of vehicle. He was also told to call the sergeant in regards to the ministry of environment (MOE). After some time, he was checked on by his coach officer for an update. PC Jack advised that the MOE had called but he told them to call back as he had no information and was busy with statements. His coach officer confirmed with him that he already knew about the spill as they had discussed this prior to him starting his reports. PC Jack and his coach officer then switched spots so PC Jack could be near the actual scene. PC Jack was indecisive with what he needed to do and claimed he misunderstood instructions on where to park cruiser to the block road, etc. He was also talked to about why he wouldn't interrupt his coach to change positions as the MOE call was more important than a witness statement.	Does Not Meet Requirements

INTERPERSONAL ATTRIBUTES	RATING
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: On 09NOV09 PC Jack arrested a male party for impaired driving. He read the accused his Rights to Counsel and Caution and did so in an appropriate time frame.	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: PC Jack still has the first part of this category covered well. He is polite and cooperative and has the ability to be compassionate to those in need. His biggest challenge has been with information sharing and trust. On 19NOV09 PC Jack had a meeting with Sergeant Butorac and his coach officer..	Does Not Meet Requirements

In this meeting PC Jack advised that he had concerns over what was being written for examples in evaluations. He advised that perhaps examples were being used that he didn't agree with in order to protect against any future problems. PC Jack felt that all examples were negative and positive things were not documented enough. He was assured that only his interests were at hand in both his Sergeants and coaches attempts to help him pass.	
SELF-CONFIDENCE Believes in one's abilities, understands one's own strengths and limitations; able to receive constructive criticism while maintaining professionalism. Specific example: PC Jack still shows limited confidence with what he is doing both at calls and at the office. He is constantly encouraged to make a decision instead of relying on others to give him the answers. He struggles with this though because he is afraid of making a mistake. On 27NOV09 PC Jack conducted a traffic stop on County Road 8. There was a motor vehicle that was driving 55km/h in an 80km/h zone for over 5 minutes. His coach officer observed the vehicle to be weaving as well. It took all this time for PC Jack to then ask if he should stop the vehicle. PC Jack was told that it would have been stopped 5 minutes ago if his coach officer was driving.	Does Not Meet Requirements
TEAM WORK Works effectively with others towards a common purpose while putting the group's goals ahead of personal achievement. Specific example: PC Jack has not had any issues working with the members of his platoon. He remains very quiet and for the most part deals only with his coach officer.	Meets Requirements

PERSONAL IMPACT	RATING
SELF-AWARENESS Recognizes and manages personal biases, assumptions and stereotypes that can influence actions, communication, relationships, judgments and decisions. Specific example:	Meets Requirements
DEPORTMENT Controls emotions, especially when provoked or when facing opposition or hostility. Takes constructive action, deals with situations while maintaining professionalism. Specific example: Other than going quiet at times during instruction, PC Jack has not shown any instances where he has not been able to control his emotions with the public.	Meets Requirements

APPEARANCE	Meets Requirements
Projects a positive and professional image; maintains uniform and equipment. Specific example: PC Jack always maintains his uniform and equipment in top condition.	

COMMENTS AND SIGNATURES

Evaluation Meeting

- [x] I have met and discussed my performance with my coach officer or my accountable supervisor.
- [x] I have reviewed and discussed with my coach officer or my supervisor, my responsibilities under the policy on Safe Storage and Handling of Firearms.
- [x] 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: 14-DEC-09
Coach Officer Comments: THOUGH PASSING HIS POLICE VEHICLE OPERATIONS CATEGORY, PC JACK STILL HAS 11 CATEGORIES THAT DO NOT MEET REQUIREMENTS.	
Coach Officer's Signature (Performance has been observed that supports the rating assigned for each category): #10517	Date: 14DEC09
Accountable Supervisor's Comments (Mandatory): I am disappointed to see such limited improvement despite Cst. Jacks willingness & eagerness to succeed. To this end, despite his efforts, he remains unable to defeat these hurdles.	

Accountable Supervisor:	Accountable Supervisor's Signature:	Date:
P.J. BUTORAC Sgt 6901		14 Dec 09.

Detachment Commander

Comments (Mandatory):
I concur with both the Coach + Sergeant's comments. PC JACK has been provided direct supervision and the opportunity to improve in a number of categories throughout his probation period. Improvement has not occurred. Not recommended for permanent status.

Detachment Commander:	Detachment Commander's Signature:	Date:
M. Reynolds A/INSP		14Dec09

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.

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

DESCRIPTION OF DEFICIENCIES THAT REQUIRE IMPROVEMENT TO "MEET" WORK PERFORMANCE STANDARDS

(1) Attitude Towards Learning - Able to re-evaluate personal opinions, judgements and assumptions based on new information and experiences; able to learn from mistakes and accept disappointments as well as successes.

(2) Federal Statutes - Able to identify, articulate and process applicable elements in Federal Statutes

(3) Oral - Questions and interviews others appropriately to gain information. Communicates ideas and concepts clearly, effectively and in a professional manner.

(4) Radio Communications - Uses appropriate and respectful language when utilizing the communications system, communicates effectively, uses 10 codes.

(5) Decisive Insight - Uses knowledge and training to effectively problem solve situations and make the best decision at the most appropriate time.

(6) 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.

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

(8) Personal Accountability - Takes responsibility for one's own actions and consequences and willingly deals with any identified performance deficiencies.

(9) Flexibility - Adapts to a variety of changing situations, individuals and groups.

(10) 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.

(11) Self-Confidence - Believes in one's abilities, understands one's own strengths and limitations; able to receive constructive criticism while maintaining professionalism.

Coach Officer's Comments:
PC JACK REQUIRES IMPROVEMENT IN 11 CATEGORIES TO MEET STANDARD.

Coach Officer's Signature: Richard Nie #10517	Date: 14DEC09

Ontario
Provincial
Police

File: 291

PROBATIONARY CONSTABLE
WORK IMPROVEMENT PLAN

Probationary Constable's Comments:	
Probationary Constable's Signature:	Date: 14-DEC-09

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

(1) Attitude Towards Learning - PC Jack can work towards meeting standards in this category by accepting ownership and responsibility for his mistakes. He has the desire to learn, he just needs to focus on correction not blame. This will continue to be addressed by the coach officer whenever it occurs and corrected immediately.

(2) Federal Statutes - PC Jack will need to invest some of his time in studying the elements of criminal offences and his arrest authorities and procedures. At each call for service that provides the opportunity, these elements will be discussed to ensure that PC Jack is aware of the circumstances and what options are available. While enroute to calls, he and his coach still develope a game plan of how to handle the call based on dispatch information alone.

(3) 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.

(4) 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.

(5) 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.

(6) 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.

(7) 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 me 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.

(8) 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.

(9) 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.

(10) 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.

(11) 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.

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PROBATIONARY CONSTABLE
WORK IMPROVEMENT PLAN

Comments mandatory at all levels

Accountable Supervisor's Comments: The number of categories requiring improvement is insurmountable. Cst Jack must use his abilities + judge his likelihood of achieving them seriously. He has no [illegible] support.	
Accountable Supervisor's Signature:	Date: 4DEC09
Probationary Constable's Signature:	Date: 14 DEC 09
Detachment Commander's Comments: PC Jack has not met the core areas of his work improvement plan as expected. PC Jack was provided support through his supervisor + coach in order to achieve his goal of "meeting" in all categories	
Detachment Commander's Signature: A/INSP	Date: 14DEC09
Regional Commander's (or designate) Comments:	
Regional Commander's (or designate) Signature:	Date:

RESULTS ACHIEVED

To be completed by Accountable Supervisor

(1) Police Vehicle Operation - PC Jack successfullly completed his remedial driver training with Sergeant Kent Taylor.

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): PC Jack has not met basic expectations of a probationary officer not due to lack of support by detachment personnel.	
Detachment Commander's Signature: A/INSP	Date: 14DEC09

Provincial
Police

PROBATIONARY CONSTABLE
WORK IMPROVEMENT PLAN

Regional Commander's (or designate) Comments:	
Prob Cst Jack resigned effective 15 Dec 09	
Regional Commander's (or designate) Signature:	Date: 31 Dec 09

Peterborough County Detachment
P.O. Box 477
453 Lansdowne St. East
Peterborough, ON K9J 6Z6
Ph: (705) 742-0401 Fax: (705)742-9247

Détachement du comté de Peterborough
C.P. 477
453, rue Lansdowne Est
Peterborough ON K9J 6Z6

Safe Communities ... A Secure Ontario
Les collectivités sécuritaires, la sûreté pour l'Ontario

Facsimile Cover Page
Bordereau de télécopie

Date:	14Dec09
To/Destinataire:	Insp Lee
Company/Organisation:	Central Region H.Q
Facsimile/Télécopieur:	
From/Expéditeur(trice)::	A/Insp. Mike Reynolds
Number of pages (including cover)/ Nombre de pages (y compris celle-ci):	16
Subject/Sujet:	PC JACK - evaluation "11"

Message:

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Ontario Provincial Police

Police provinciale de l'Ontario

Central Region Headquarters
Région du Centre

777 Memorial Ave.
Orillia ON L3V 7V3

777, ave Memorial
Orillia ON L3V 7V3

Tel: (705) 329-7400

Fax: (705) 329-7407

File Reference: 260

December 15, 2009

WID 393080

MEMORANDUM TO:

CHIEF SUPERINTENDENT MIKE ARMSTRONG
REGIONAL COMMANDER
CENTRAL REGION

Re: Resignation from the Ontario Provincial Police

I wish to inform you that I am resigning from the Ontario Provincial Police effective today's date.

I had been posted to Peterborough County Detachment, Central Region.

If you require further information, I can be contacted at (705) 740-5765.

Michael Jack
Probationary Constable
Badge #12690

16 De. 2009

SIS at 1400

Colleen Kohen
Staffing Officer
OPP Human Resources Bureau

ONTARIO PROVINCIAL POLICE
OATH OF OFFICE

I *Michael Jack*

Solemnly swear that I will be loyal to Her Majesty the Queen and to Canada, and that I will uphold the Constitution of Canada and that I will, to the best of my ability, preserve the peace, prevent offences and discharge my duties as a Provincial Constable for the Province of Ontario, faithfully, impartially and according to the law. So help me God.

ONTARIO PROVINCIAL POLICE
OATH OF SECRECY

I, *Michael Jack*

Solemnly swear that I will not disclose any information obtained by me in the course of my duties as a Provincial Constable for the Province of Ontario, except as I may be authorized or required by law. So help me God.

Signature

Sworn before me at the

County o f Simcoe
in the Province of Ontario
09th day of January A.D. 2009

A COMMISSIONER for TAKING AFFIDAVITS

RECRUIT LEADERSHIP ASSESSMENT TOOL

Name: Jack, Michael **Badge:** 12690

Detachment: Peterborough County **OPP Class #:** 411

General Observations

- Overall performance met standards at OPC and Provincial Police Academy. Continued development and training in field is required for further assessment.

Average Rating: 3

Leading Others

Decision Making and Problem Solving Identifies and analyzes problems. Uses facts and input from others and sound reasoning.

- Scenario Evaluation - Fraud: Good comms. With partner. He asked good investigative questions about the dog. In dealing with fraud activities he and his partner recognized the illegal activities, asked good questions and affected an arrest.
- Assisted in support of Chase medical issue - Followed direction with minimal input- initiative to perform his assigned task
- Barricaded person Scenario: Failed to listen to partner and made own decisions that could have cost him his "life" in a real life situation. Many concerns with his comments "I can take him out" meaning shoot him.

Average Rating: 3

Team Building Encourages co-operation, pride, trust and group identity and builds commitment, team spirit and strong relationships.

- IRD: Enthusiasm re learning in instructional environment structured for all skill levels has come into question on more than one occasion. EG: while instructing C8 refresher manipulation skills student was seen to yawn in a way instructor perceived as boredom with information. Recruit was debriefed on this and further debriefed on the student/instructor perception of him being a team player in question. Recruit was receptive to the debrief (Sgt. Morphet/Peacock) which included reiteration of core lethal confrontation training of shooting center body mass to stop the threat in a justifiable circumstance as articulated with the assistance of the Ontario Use of Force Model.

Average Rating: 1

Leading Self

Enthusiasm Sincere interest and exuberance in performance of duties – willing to accept challenges.

- Drug Lecture: Participated well in class and also officer safety class volunteered
- IRD: Enthusiasm re learning in instructional environment structured for all skill levels has come into question on more than one occasion. EG: while instructing C8 refresher manipulation skills student was seen to yawn in a way instructor perceived as boredom with information. Recruit was debriefed on this and further debriefed on the student/instructor perception of him being a team player in question.
- Radar Practical: Works very hard to overcome accent issues.

Average Rating: 3.3

Judgement Ability to think about things clearly and make good decisions. Identifies and analyzes problems.

- Night survival: During the night shoot did not go for cover his trouble articulating his decisions
- OPC Performance: difficulty in PVO during difficult environmental driving conditions and was unsuccessful

Average Rating: 1.5

Technically and Tactically Competent Demonstrates knowledge, skills and ability through academic and practical applications.

- Firearms/Tactics: Skill set level above average in firearms and tactics. One of the class "top dog" pistol shooters.
- Night Occurrence - EDU: Recognition of items as explosives. Used appropriate TAC Com. Safe handling of items/subject. Proper use of telecommunication equipment. Proper investigative questioning techniques. Utilized proper call out procedures. Considered safety of subject, public, self & fellow officer.
- Radar Practical: Needs to practice driving skills & technical skills

Average Rating: 3.3

Additional Comments:

Strong will and excellent fitness level. Has problems working in teams and very driven and self motivated. Failed Night Pursuit PVO. Needs to be placed in primary roles in POST training as may have problems demonstrating discretion. Very direct with his approach to application of law. Communications with others is a problem.

RECRUIT LEADERSHIP ASSESSMENT TOOL

The Provincial Police Academy prepares, trains and develops our members to become fully functional Provincial Police Officers.

As Provincial Police Officers they are trained to be leaders; that process begins in week one of Pre-OPC training and continues for their entire careers.

The Provincial Police Academy has recently developed and implemented a Recruit Leadership Assessment Tool to assist Academy staff in identifying those recruits who have demonstrated the ability to lead themselves and others and class members who have met and exceeded expectations while attending OPC.

This assessment is completed by all OPP Instructors assigned to OPC and overseen by the OPP Staff Sergeant Liaison Officer.

During the Post OPC training, several recruits are given the opportunity to serve their class as leaders. They are given significant responsibilities and are held to a higher standard of accountability for their actions and the actions of others.

While attending the Academy training ***ALL*** recruits were evaluated by the instructors utilizing this assessment tool and signed off by the Director.

We utilize a 1-5 scale (see below) to assess each class member's leadership potential. There are two categories and several criteria used for assessment and evaluation.

	Level	Demonstrated
1	Low	Never
2	Fair	Very Rare
3	Good	Sometimes
4	Very Good	Most of the time
5	Excellent	Always

Should you have any questions or require further information regarding this assessment tool, please contact Mr. Peter Shipley, Chief Instructor at 705-329-7546.

Updated January 23, 2009

Services

A. Employee Data

Surname	Initials	Social Insurance Number	WIN Employee ID
JACK	M.	530 393 230	393080

Branch Name	Section	Location Code
PETERBOROUGH DETACHMENT Ontario Provincial Police	Central Region	

B. Absence Report

If absence began prior to current month, indicate date began. D/M/Y

Medical Certificate (If required): ☐ Attached ☐ Previously Submitted

1. Enter the appropriate information on the absence chart.
2. To avoid overpayment, forward the PCS4 to your Pay and Benefits Rep when absences occur which require reductions or stopping of pay immediately.

	First working day of absence D M Y	Last working day of absence D M Y	Absence Code (see list)	Working days off	Credit Days Ratio
STAT HOLIDAY OFF	01/09/08	01/09/08	Y1	1	100
NIL					

Explanation of Absence

⇒ For Bereavement leave, indicate relationship of deceased to employee. For other types of leave provide information as appropriate.

⇒ FOR AN OFF-DUTY INJURY ENTER THE REASON AND DATE OF INJURY.

Certification *(To be completed when employee uses banked overtime or Statutory holiday bank to supplement pay to 100% for absences S1 or W7 only)*

Employee's banked overtime or Statutory holiday bank has been reduced by _____ hours.

Election of Benefits under the Short Term Sickness Plan (Only to be completed when initiating an election or changing an employee's existing election)

I elect to receive ☐ 75% of my salary under provisions of the plan, or, ☐ New ☐ Revised To be effective (Month/Year) _____

☐ 100% of my salary supplemented by use of the credit or credits as indicated below: *(if more than one credit type is selected, rank your choices A, B, etc.)*

☐ Attendance - (CR2 - accumulated attendance credits)

☐ M.C.O. - (CR5 – management compensation option)

☐ Vacation - (CR3 - accumulated vacation credits)

☐ Statutory holiday bank - (CR8)

☐ C.T.O. - (CR4 - banked overtime)

Date	Manager's signature	Manager's WIN Employee ID
2-OCT-08		

Employees Signature

This information is authorized by the Public Service Act R.S.O. 1980, Reg. 881, S.7 and will be used for personnel /payroll purpose only.

Services

A. Employee Data

Surname	Initials	Social Insurance Number	WIN Employee ID
JACK	M	530 393 230	393080

Branch Name	Section	Location Code
PETERBOROUGH DETACHMENT Ontario Provincial Police	Central Region	

B. Absence Report

If absence began prior to current month, indicate date began. D/M/Y

Medical Certificate (If required): ☐ Attached ☐ Previously Submitted

1. Enter the appropriate information on the absence chart.
2. To avoid overpayment, forward the PCS4 to your Pay and Benefits Rep when absences occur which require reductions or stopping of pay immediately.

NIL

	First working day of absence D M Y	Last working day of absence D M Y	Absence Code (see list)	Working days off	Credit to Days Ratio
STAT. HOLIDAY	13 10 08	13 10 08	Y1	1	1.00

Explanation of Absence

⇒ For Bereavement leave, indicate relationship of deceased to employee. For other types of leave provide information as appropriate.

⇒ FOR AN OFF-DUTY INJURY ENTER THE REASON AND DATE OF INJURY.

Certification *(To be completed when employee uses banked overtime or Statutory holiday bank to supplement pay to 100% for absences S1 or W7 only)*

Employee's banked overtime or Statutory holiday bank has been reduced by _____ hours.

Election of Benefits under the Short Term Sickness Plan (Only to be completed when initiating an election or changing an employee's existing election

I elect to receive ☐ 75% of my salary under provisions of the plan, or, ☐ New ☐ Revised To be effective (Month/Year) _____

☐ 100% of my salary supplemented by use of the credit or credits as indicated below: *(if more than one credit type is selected, rank your choices A, B, etc.)*

☐ Attendance - (CR2 - accumulated attendance credits) ☐ M.C.O. - (CR5 – management compensation option)

☐ Vacation - (CR3 - accumulated vacation credits) ☐ Statutory holiday bank - (CR8)

☐ C.T.O. - (CR4 - banked overtime)

Date	Manager's signature	Manager's WIN Employee ID
06-NOV-08		

Employees Signature

This information is authorized by the Public Service Act R.S.O. 1990, Reg. 881, S.7 and will be used for personnel /payroll purpose only.

A. Employee Data

Surname	Initials	Social Insurance Number	WIN Employee ID
JACK	N	530 393 230	39 30 80

Branch Name	Section	Location Code
PETERBOROUGH DETACHMENT Ontario Provincial Police	Central Region	

B. Absence Report

If absence began prior to current month, indicate date began. D/M/Y

Medical Certificate (If required): ☐ Attached ☐ Previously Submitted

1. Enter the appropriate information on the absence chart.
2. To avoid overpayment, forward the PCS4 to your Pay and Benefits Rep when absences occur which require reductions or stopping of pay immediately.

	First working day of absence D M Y	Last working day of absence D M Y	Absence Code (see list)	Working days off	Credit to Days Ratio
STAT. HOLIDAY	10/11/08	10/11/08	Y1	1	100
NIL					

Explanation of Absence

⇒ For Bereavement leave, indicate relationship of deceased to employee. For other types of leave provide information as appropriate.

⇒ FOR AN OFF-DUTY INJURY ENTER THE REASON AND DATE OF INJURY.

Certification *(To be completed when employee uses banked overtime or Statutory holiday bank to supplement pay to 100% for absences S1 or W7 only)*

Employee's banked overtime or Statutory holiday bank has been reduced by _____ hours.

Election of Benefits under the Short Term Sickness Plan (Only to be completed when initiating an election or changing an employee's existing election.)

I elect to receive ☐ 75% of my salary under provisions of the plan, or, ☐ New ☐ Revised To be effective (Month/Year) _____

☐ 100% of my salary supplemented by use of the credit or credits as indicated below: *(if more than one credit type is selected, rank your choices A, B, etc.)*

- ☐ Attendance - (CR2 - accumulated attendance credits)
- ☐ M.C.O. - (CR5 – management compensation option)
- ☐ Vacation - (CR3 - accumulated vacation credits)
- ☐ Statutory holiday bank - (CR8)
- ☐ C.T.O. - (CR4 - banked overtime)

Date	Manager's signature	Manager's WIN Employee ID
24-nov-08		174270

Employees Signature

This information is authorized by the Public Service Act R.S.O. 1980, Reg. 881, S.7 and will be used for personnel /payroll purpose only.

To: Sgt. Tozser

From: Michael Jack

Date: 15-Dec-08

Memo Re: Failing to sign the 23:00 sign-in sheet on Sunday 14-Dec-08.

I stayed in the residence all weekend. I had and still have influenza. I have been on medication since Thursday of last week. I was in bed heavily medicated by 22:00 on Sunday and neglected to sign the post 23:00 sign-in sheet. I apologize and it will not happen again.

Michael Jack (Badge #: 12690)

Christmas 2008

Dear Class of 411:

We would like to take this opportunity to thank you very much for your support of the work we do with the homeless and marginalized in this community. The sleeping bags are much needed as we go out on the Mobile Unit or work with the men at the Lighthouse Shelter. We are deeply grateful and amazed at your generosity!

We continue to view the experience of the Mobile Unit and the work at the Lighthouse as a privilege for us. We have been on the road each week since March of 2002 and have seen the difference a smile and a warm meal can make. Just recently one man we have been seeing weekly for several years on the Mobile Unit told us how he now has a full time job, can resume his child support payments, and is off welfare. Another success was bringing one woman off the streets – where she has lived for about five years – and into the Key Program. If it hadn't been for the weekly visits made to her and the times we have been able to provide her with food or a sleeping bag for warmth, she would never have trusted anyone enough to help her. We celebrate every success story we hear because for every one of them, there are more stories of heartbreak.

I have thrown around some terms you may be unfamiliar with – Mobile Unit, Key Program, Lighthouse. By way of explanation, the Key Program is a Mental Health Program operating out of Soldiers' where each of us works. Our mandate is to assist people living in poverty who are either homeless or at risk of becoming homeless and who have a major mental illness, to find safe and affordable housing and support them in the community. The Mobile Unit is a partnership between the Key Program and the Salvation Army that serves food every Wednesday night on the streets of Orillia to men, women, youth and children. Alarmingly we are seeing more and more children under the age of 12 arrive at the van for a meal. It takes a number of volunteers to co-ordinate this program from preparing the meals to staffing the van – and it all works!

The Lighthouse is the local men's shelter and community kitchen in town operating out of a Peter Street location. It provides meals to over 60 people a day and houses up to 14 men a night – and it is a busy place especially this time of year!

From December 1st of last year to the end of November this year, the Mobile Unit has served up 6,069 dinners. That is amazing! People would not be willing to stand out in all kinds of weather unless they had a need – unless they were hungry. The work of the Mobile Unit from the cooking on up to putting the food (or care package, boots, clothing and sleeping bags) into the hands of those it is intended for is worthwhile. Being poor is not the way anyone wants to live but it is a reality in today's society.

To all of you – we truly thank you. We wish you and yours a very Blessed and Merry Christmas and all the best in the New Year!

Carolyn Holmes
Case Manager – Key Program OSMH

Dave Hewitt
Community Support Worker – Key Program OSMH

Mandy Hillyard
Community Support Worker – Key Program OSMH

15.

Ontario Provincial Police

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MAIL LOG # 7714
PETERBOROUGH COUNTY DETACHMENT

File: 291

PROBATIONARY CONSTABLE PERFORMANCE EVALUATION REPORT (PCS-066P)

ONTARIO PROVINCIAL POLICE
RECEIVED
MAY 0 6 2009
CENTRAL REGION ORILLIA

Probationary Constable Category (select one):	☒ 4th Class Constable, Probationary Status	Report Month: 2
	☐ Experienced Officer	Report Month: select month
	☐ Amalgamated Officer	Report Month: select month

Surname:	Jack	**Given Name:**	Micheal
Badge:	12690	**WIN:**	
Detachment/ Section:	Peterborough County	**Region/Bureau**	Central East
Evaluator:	Filman	**Badge:**	11212

Evaluation Period: (DD/MM/YY) **Start:** 09 Jan 09 **End:** 09 Mar 09

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

**4th Class Constables begin their probation period on the date of their graduation from the Provincial Police Academy

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

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

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

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

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

PERFORMANCE ASSESSMENT

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

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

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

JOB KNOWLEDGE & SKILLS	RATING
ATTITUDE TOWARDS LEARNING 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. Specific example: PC JACK shows a very positive attitude towards learning. He was interested in reviewing the Niche manual and when one was not available he searched one out and in fact his efforts had the OPP intranet website updated with the manual.	Meets Requirements
PROVINCIAL STATUTES Able to identify, articulate and process applicable elements in Provincial Statutes. Specific example: PC JACK has issued several Provincial offences notices for a variety of different offences. PC JACK has demonstrated no issues in identifying and processing the offences. PC JACK issued 24 speeding tickets 1 seatbelt ticket 1 headlight ticket 1 fail to display plate ticket	Meets Requirements
FEDERAL STATUTES Able to identify, articulate and process applicable elements in Federal Statutes. Specific example: PC JACK responded to a harassment complaint SP09042962. PC JACK performed a thorough investigation and ultimately found that no grounds existed for a charge. PC JACK provided the complainants with advice that served to ease their concerns.	Meets Requirements

POLICE ORDERS/PROCEDURES/TECHNICAL SKILLS	Meets Requirements
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 has on his own time reviewed police orders and the Niche manual. He has made himself well versed in the use of these systems	
POLICE VEHICLE OPERATION	Does Not Meet Requirements
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 has demonstrated that he can operate the police vehicle in a safe manner, although he has not yet been tested in pursuit driving. He did receive a negative 233-10 for a minor collision in which he drove a cruiser into the ditch.	
TRAFFIC ENFORCEMENT	Meets Requirements
Able to maintain a consistent level of proactive visible deterrence patrol in conjunction with enforcement and motorist contacts. Generates a level of productivity and enforcement quantity consistent with a conscientious effort balanced against the requirements of other duties. Takes ownership of Road Safety, participates in initiatives, ensures data integrity, seeks and identifies solutions to problems, and shares relevant information/ideas. Specific example: PC JACK has been active in RIDE initiatves and as well whenever time permits is active in RADAR and observation of other traffic infractions. PC JACK has investigated 3 MVC's and has identified and laid appropriate charges in these investigations. PC JACK issued 24 speeding tickets 1seatbelt ticket 1 headlight ticket 1 fail to display plate ticket and participated in three RIDE checks	

COMMUNICATION SKILLS	RATING
ORAL	Meets Requirements
Questions and interviews others appropriately to gain information. Communicates ideas and concepts clearly, effectively and in a professional manner. Specific example: PC JACK has performed several audio video interviews including SP09034153 which was a	

landlord tenant dispute. PC JACK receiv. two video interviews and laid an appropriate utte. threats charge based on the information he received.

WRITTEN

Meets Requirements

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.

Specific example:
PC JACK has responded to 37 calls for service. 22 of which have been reportable. His reports have had to have some fine tuning but for the most part contain the relevant information required. The reports have also been done in a timely manner.

LISTENING SKILLS

Meets Requirements

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.

Specific example:
PC JACK has demonstrated that he has effective listening skills. As indicated above he has performed several video interviews gathering appropriate information and using that to complete accurate reports.

NON-VERBAL

Meets Requirements

Uses appropriate body language, gestures, and demeanor; is aware of their effect on others.

Specific example:
PC JACK uses appropriate body language, gestures and has a positive demeanor when dealing with the public.

RADIO COMMUNICATIONS

Does Not Meet Requirements

Uses appropriate and respectful language when utilizing the communications system, communicates effectively, uses 10 codes.

Specific example:
PC JACK is becoming better at using 10 codes and the phonetic alphbet but requires some assistance at times. PC JACK does need to do some work on clearing events effectively.

COMMUNITY FOCUS	RATING
COMMUNITY FOCUS 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. Specific example: PC JACK has been attending at community events like the BEL Rotary polar plunge and as well PC JACK has attended at 2 community policing meetings.	Meets Requirements

VALUING DIVERSITY	
Works effectively with a wide cross-section of the community representing diverse backgrounds, cultures and socio-economic circumstances. Specific example: PC JACK has never displayed any bias during his time at Peterborough Detachemnt	Meets Requirements

PROBLEM SOLVING SKILLS	RATING
DECISIVE INSIGHT Uses knowledge and training to effectively problem solve situations and make the best decision at the most appropriate time. Specific example: PC JACK reported to a phone calls complaint SP09049751 in which business owners received a nuisance phone call. PC JACK followed up by locating the originator of the calls and issuing a warning at the complainants request.	Meets Requirements
ANALYTICAL THINKING Demonstrates logical cause and effect thinking; systematically identifies basic patterns or connections between situations, persons or events; identifies key elements in complex situations. Specific example:	No Basis For Rating
RESOLUTION Selects the most effective problem-solving strategy and (when appropriate) implements this strategy involving the community. Specific example: PC JACK responded to a neighbor dispute SP09036655 the neighbors involved have an ongiong dispute and in this instance one nieghbor caused contractors to stop working on the others property. PC JACK completed an extensive investigation and although there were no grounds for charges, PC JACK provided valuable advice in order to avoid a similar situation in the future.	Meets Requirements
FOLLOW-UP ORIENTATION Conducts appropriate follow-up as required to complete a thorough investigation. Specific example: PC JACK has had several calls that required follow up interviews SP09036655. These have been completed in a timely fashion without reminder.	Meets Requirements

LEADERSHIP ATTRIBUTES	RATING
INITIATIVE	

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

Meets Requirements

Specific example:
PC JACK has made efforts to participate in RIDE initiatives and target high complaint areas during patrol.

PERSONAL ACCOUNTABILITY

Meets Requirements

Takes responsibility for one's own actions and consequences and willingly deals with any identified performance deficiencies.

Specific example:
When advised of a difficiency PC JACK is receptive and strives to remedy the issue

PLANNING & ORGANIZING

Meets Requirements

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

Specific example:
PC JACK is a very organized person. He usually comes to work with a pre-written task list.

FLEXIBILITY

Does Not Meet Requirements

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

Specific example:
PC JACK does need to understand that more than one call requiring follow-up will be on his task list. Other officers have raised concerns that PC JACK has not answered the door or phone when he is doing something else that could wait.

INTERPERSONAL ATTRIBUTES	RATING
INTEGRITY	Meets Requirements
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:	
RESPECTFUL RELATIONS	Meets Requirements
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: PC JACK has shown that he values the experience of other officers and recognizes	

when they are giving him positive assistance.

SELF-CONFIDENCE

Meets Requirements

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

Specific example:

TEAM WORK

Meets Requirements

Works effectively with others towards a common purpose while putting the group's goals ahead of personal achievement

Specific example:
PC JACK has always asked other officers, who are working on calls for service well into overtime, what assistance he can provide. He often stays with them not leaving until the last of his shift has gone home

PERSONAL IMPACT	RATING
SELF-AWARENESS Recognizes and manages personal biases, assumptions and stereotypes that can influence actions, communication, relationships, judgments and decisions. Specific example:	Meets Requirements
DEPORTMENT Controls emotions, especially when provoked or when facing opposition or hostility. Takes constructive action, deals with situations while maintaining professionalism. Specific example: PC JACK remains professional. To date I am unaware of anytime that PC JACK has been faced with a confrontational person.	Meets Requirements
APPEARANCE Projects a positive and professional image: maintains uniform and equipment. Specific example: PC JACK is always early for his scheduled shift. PC JACK continues to attend work with his uniform neat and clean, all uniform is properly maintained	Meets Requirements

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: I ONLY DISAGREE ON THE FLEXIBILITY ASPECT OF MY EVALUATION. SHOULD HAD I BEEN INFORMED TO BE PROACTIVE AT ANSWERING THE PHONES FIRST, I WOULD HAVE KNOWN BETTER AND WOULD HAVE DONE SO.

Employee's Signature:	Date: 26-APR-09

Coach Officer Comments:
A few issues need to be worked on i.e. flexibility and P.V.O. but ultimately PC JACK is progressing positively.

Coach Officer's Signature (Performance has been observed that supports the rating assigned for each category):	Date: 18 Mar 09

Accountable Supervisor's Comments (Mandatory):
PC JACK is progressing positively through his first months at the office. His Coach Officer has identified some deficiencies, which in my opinion, will be easily overcome in the following months. Keep up the good work.

Accountable Supervisor:	Accountable Supervisor's Signature:	Date: 15 Apr 09
FLINDALL, R		

Detachment Commander

Comments (Mandatory): ISSUES REFLECTED by the member's coach & supervisor are relatively minor. I AM SURE CST JACK will fulfill the outlined shortcomings in his upcoming evaluation.

Detachment Commander:	Detachment Commander's Signature:	Date:
Campbell MBJ	5155+6385	27 Apr 09

Instructions:
At the conclusion of each evaluation period:

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

Regional Commander (or designate)

Comments (Mandatory)

Progress Noted

Insp. Dave E. Lee
Manager
Staff Development and Training

Regional Commander (or designate):	Regional Commander's (or designate) Signature:	Date:
		11 MAY 09

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.

ONTARIO PROVINCIAL POLICE
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13181
CENTRALE RECEPTION

ONTARIO PROVINCIAL POLICE
RECEIVED
APR 2 8 2009
MAIL LOG # 7715
PETERBOROUGH COUNTY DETACHMENT

File: 291

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:	M. JACK	Accountable Supervisor:	R FLINDALL
Badge:	12690	Badge:	

DESCRIPTION OF DEFICIENCIES THAT REQUIRE IMPROVEMENT TO "MEET" WORK PERFORMANCE STANDARDS

Flexability - Due to the workload at this detachment it is constantly necessary to be working on more than one event at a time. As well, when an officer is at the detachment, he/she may be called on to assist a walk in or answer the phone.

Co-workers have brought concern that the phone or the door has been ignored or when the shift is involved in a group effort (cruiser checks), that task may be avioded. As this job always requires a group effort these issues need to be addressed and satisfied.

Coach Officer's Comments:

This is a managable task. It is understandable that this job can be overwhelming at times, but in a team atmosphere it is important that everyone contribute equally.
If an issue is of a less important nature it is important to join in on group efforts, and as well, make the job easier for each other by answering the phone or attending to the door as required.

Coach Officer's Signature:	Date: 15 APR 09

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

Be aware of calls for service in our zones and be flexible in taking more than one call when other officers are doing the same.
Be aware of the phone it really shouldn't ring more that three times.
Be aware of the door buzzer and always go to the door if it buzzes even though someone may beat you to it.

Ontario
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Police

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PROBATIONARY CONSTABLE
WORK IMPROVEMENT PLAN

Comments mandatory at all levels

Accountable Supervisor's Comments: It is not uncommon for a new officer to find the workload overwhelming, and in particular at this busy detachment. As PC JACK becomes more comfortable with policing and his experience grows, I expect this will no longer be an issue. PC FILMAN and his fellow shiftmates will monitor this and ~~report~~ back to me.	
Accountable Supervisor's Signature:	Date: 15 APR 09
Probationary Constable's Signature:	Date: 26 APR 09
Detachment Commander's Comments:	
Detachment Commander's Signature:	Date:
Regional Commander's (or designate) Comments: Noted.	
Regional Commander's (or designate) Signature:	Date: 11 MAY 09

RESULTS ACHIEVED
To be completed by Accountable Supervisor

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):	

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Ontario
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Police

PROBATIONARY CONSTABLE
WORK IMPROVEMENT PLAN

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

165

ONTARIO PROVINCIAL POLICE RECEIVED APR 28 2009 MAIL LOG #773 PETERBOROUGH COUNTY DETACHMENT

ENTERED

Ontario Provincial Police

File: 291

PROBATIONARY CONSTABLE PERFORMANCE EVALUATION REPORT (PCS-066P)

ONTARIO PROVINCIAL POLICE RECEIVED #13180 MAY 06 2009 CENTRAL REGION ORILLIA

Probationary Constable Category (select one):	☒ 4th Class Constable, Probationary Status	Report Month:	3
	☐ Experienced Officer	Report Month:	select month
	☐ Amalgamated Officer	Report Month:	select month

Surname:	Jack	**Given Name:**	Micheal
Badge:	12690	**WIN:**	393080
Detachment/ Section:	Peterborough County	**Region/Bureau**	Central East
Evaluator:	Filman	**Badge:**	11212
Evaluation Period:	(DD/MM/YY) **Start:** 09 Mar 09	**End:** 09 Apr 09	
Probationary Period Start Date*	(DD/MM/YY) ~~25 Aug 09~~		

**4th 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.

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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.

ONTARIO PROVINCIAL POLICE RECEIVED MAY 06 2009

PERFORMANCE ASSESSMENT

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

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

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

JOB KNOWLEDGE & SKILLS	RATING
ATTITUDE TOWARDS LEARNING 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. Specific example: PC JACK continues to show a positive attitude towards learning and is continually asking questions about anything that he is not sure of.	Meets Requirements
PROVINCIAL STATUTES Able to identify, articulate and process applicable elements in Provincial Statutes. Specific example: PC JACK has issued several Provincial offences notices for a variety of different offences. PC JACK has had no issues in identifying and processing the offences. Between March 23 and April 09: 15 tickets all Sec. 128 1 ticket Sec 158(1) (Follow too closely) 1 ticket Sec 7(1)(a) (Drive motor vehicle, no currently validated permit)	Meets Requirements
FEDERAL STATUTES Able to identify, articulate and process applicable elements in Federal Statutes. Specific example: PC JACK assisted with an Impaired/police pursuit SP09051011. The accused in this matter was charged with several Federal and Provincial statutes. PC JACK demonstrated that he could identify the offences and which one best fit the circumstances.	Meets 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,	Meets Requirements

RMS Systems. Specific example: PC JACK has versed himself well in using the OPP systems and has even taken it upon himself to get the proper training manuals and review them in his own personal time.	
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 has been patroling on his own and has had no issues during this evaluation period. He has been able to arrive at his destinations in a timely fashion.	Meets Requirements
TRAFFIC ENFORCEMENT Able to maintain a consistent level of proactive visible deterrence patrol in conjunction with enforcement and motorist contacts. Generates a level of productivity and enforcement quantity consistent with a conscientious effort balanced against the requirements of other duties. Takes ownership of Road Safety, participates in initiatives, ensures data integrity, seeks and identifies solutions to problems, and shares relevant information/ideas. Specific example: PC JACK has issued several Provincial Offences notices for a variety of different offences. PC JACK has demonstrated no issues in identifying and processing the offences. Between March 23 and April 09: 15 tickets all Sec. 128 1 ticket Sec 158(1) (Follow too closely) 1 ticket Sec 7(1)(a) (Drive motor vehicle, no currently validated permit)	Meets Requirements

COMMUNICATION SKILLS	RATING
ORAL Questions and interviews others appropriately to gain information. Communicates ideas and concepts clearly, effectively and in a professional manner. Specific example: PC JACK has completed several audio/visual interviews which have been detailed and useful. As well PC JACK has investigated several motor vehicle collisions and completed written statements during these investigations that have been very detailed SP09054802 SP09058044 SP09060250 SP09060269 SP09068609	Meets Requirements
WRITTEN Expresses self clearly and concisely in writing. Documents information accurately in a timely manner and includes all necessary information that is required for reports utilizing electronic forms such as RMS.	Meets Requirements

Specific example: During this evaluation period PC JACK has responded to 27 calls for service, 13 of which have been reportable. The reports have been done in a timely manner. His reports are detailed but do require some fine tuning in order to make them a little more concise SP09051134	
LISTENING SKILLS 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. Specific example: PC JACK has demonstrated that he has effective listening skills. As indicated above he has performed several video interviews gathering appropriate information and using that to complete accurate reports.	Meets Requirements
NON-VERBAL Uses appropriate body language, gestures, and demeanor; is aware of their effect on others. Specific example:	Meets Requirements
RADIO COMMUNICATIONS Uses appropriate and respectful language when utilizing the communications system, communicates effectively, uses 10 codes. Specific example: PC JACK has been patrolling on his own and using the radio system properly and effectively. He has demonstarted no issues with 10 codes or the phonetic alphbet. His only area requiring any work, is clearing calls. This item still requires a bit of attention to accuratly clear calls in a concise manner.	Meets Requirements

COMMUNITY FOCUS	RATING
COMMUNITY FOCUS 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. Specific example:	Meets Requirements
VALUING DIVERSITY Works effectively with a wide cross-section of the community representing diverse backgrounds, cultures and socio-economic circumstances. Specific example: PC JACK has never displayed any bias during his time at Peterborough Detachemnt	Meets Requirements

PROBLEM SOLVING SKILLS	RATING

DECISIVE INSIGHT Uses knowledge and training to effectively problem solve situations and make the best decision at the most appropriate time. Specific example: PC JACK reported to a phone calls complaint SP09049751 in which business owners received a nuisance phone call. PC JACK followed up by locating the originator of the calls and issuing a warning at the complainants request.	Meets Requirements
ANALYTICAL THINKING Demonstrates logical cause and effect thinking; systematically identifies basic patterns or connections between situations, persons or events; identifies key elements in complex situations. Specific example:	No Basis For Rating
RESOLUTION Selects the most effective problem-solving strategy and (when appropriate) implements this strategy involving the community. Specific example: PC JACK responded to a nuisance phone calls incident SP09049751. The nature of the calls suggested that youths were using the telephone to make prank calls. PC JACK contacted the complainant who wished to report the matter but didn't want to make a big deal out of it. PC JACK went a step further and identified the youths and warned them for their actions.	Meets Requirements
FOLLOW-UP ORIENTATION Conducts appropriate follow-up as required to complete a thorough investigation. Specific example: PC JACK has had several calls that required follow up, if only to notify the complainants of what action has transpired. PC JACK has also taken initiative to do more than the complainant had requested as mentioned above with the nuisance phone calls incident. PC JACK also followed up with the complainant in that matter to ensure he was aware of what had been done and to ensure he was satisfied with the police involvement. SP09049751	Meets Requirements

LEADERSHIP ATTRIBUTES	RATING
INITIATIVE Tries to make a positive difference, improve outcomes and effectively manage problems. Specific example: PC JACK has made efforts to participate in RIDE initiatives and target high complaint areas during patrol. PC JACK is always vigilant in using his patrol time effectively by being proactive either with RADAR, RIDE or seatbelt checks.	Meets Requirements

PERSONAL ACCOUNTABILITY Takes responsibility for one's own actions and consequences and willingly deals with any identified performance deficiencies. Specific example: When advised of a difficiency PC JACK is receptive and strives to remedy the issue.	Meets Requirements
PLANNING & ORGANIZING Sets priorities, co-ordinates and schedules each task in a logical manner while exercising time management skills. Specific example: PC JACK is a very organized person. He usually comes to work with a pre-written task list.	Meets Requirements
FLEXIBILITY Adapts to a variety of changing situations, individuals and groups. Specific example: During this evaluation period PC JACK has demonstrated that he can be flexible in attending to more than one task at a given time and responding to a call even though he wasn't fully completed the previous task.	Meets Requirements

INTERPERSONAL ATTRIBUTES	RATING
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:	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: PC JACK has shown that he values the experience of other officers and recognizes when they are giving him positive assistance.	Meets Requirements
SELF-CONFIDENCE Believes in one's abilities, understands one's own strengths and limitations; able to	Meets Requirements

Specific example: PC JACK was advised of areas of his work that needed some improvement, PC JACK took note of what was addressed and made obvious strides to correct these areas.	
TEAM WORK Works effectively with others towards a common purpose while putting the group's goals ahead of personal achievement. Specific example: PC JACK has always asked other officers who are working on calls for service, well into overtime, what assistance he can provide and often stays with them not leaving until the last of his shift is gone home	Meets Requirements

PERSONAL IMPACT	RATING
SELF-AWARENESS Recognizes and manages personal biases, assumptions and stereotypes that can influence actions, communication, relationships, judgments and decisions. Specific example: I have yet to observe a circumstance where PC JACK has shown a bias or jumped to a conclusion about anyone or anything. PC JACK will attack an issue head on, he is frank in his manners and doesn't appear to make judgement ahead of time.	Meets Requirements
DEPORTMENT Controls emotions, especially when provoked or when facing opposition or hostility. Takes constructive action, deals with situations while maintaining professionalism. Specific example: PC JACK remains professional. To date I am unaware of anytime that PC JACK has been faced with a confrontational person	Meets Requirements
APPEARANCE Projects a positive and professional image; maintains uniform and equipment. Specific example: PC JACK is always early for his scheduled shift. PC JACK continues to attend work with his uniform neat and clean and properly maintained.	Meets Requirements

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: 26-APR-09

Coach Officer Comments:
PC JACK has made positive progress this evaluation period and most of the isseus brought forth in the previous evaluation have been addressed. I would like for PC JACK to remain flexible in his ability to take on calls as the busy summer months are approaching and we all will be expected to take on more work. As well I would like to see PC JACKS proactice stats increase with more provincial offences notices issued in the next evaluation period, as the seatbelt campaing occurs in this time frame a number of seatbelt violations should be expected.

Coach Officer's Signature (Performance has been observed that supports the rating assigned for each category):	Date: 15 Apr 09

Accountable Supervisor's Comments (Mandatory):
I concur with the above evaluation. PC JACK is progressing well. He is encouraged to increase and maintain his proactive enforcement levels.

Accountable Supervisor:	Accountable Supervisor's Signature:	Date: 26Apr09
FLINDALL, R		

Detachment Commander

Comments (Mandatory): I concur with the results reported. Cst Jack will continue to develop his skills as his experience continues to grow

Detachment Commander:	Detachment Commander's Signature:	Date:
Campbell MRZ S/Sgt 63KT	MR	27APR09

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.

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:	M. JACK	Accountable Supervisor:	R FLINDALL
Badge:	12690	Badge:	

DESCRIPTION OF DEFICIENCIES THAT REQUIRE IMPROVEMENT TO "MEET" WORK PERFORMANCE STANDARDS

Police vehicle operation - maintain safe operation of vehicle without any incidents. During this evaluation period PC JACK was involved in a motor vehicle collision with a cruiser.

Maintain acceptable speeds in appropriate zones - this includes driving too slow.

Coach Officer's Comments:

This is a managable task and little changes are needed. The main issue is PC JACK's cruiser collision. Also his driving speedss has been too slow at times and this can aggitate other drivers.

Coach Officer's Signature:	Date: 15 APR 09

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

Maintain reasonable patrol speeds.
Be aware of the roadway and the capabilities of a police cruiser in order to avoid collisions.

Comments mandatory at all levels

Accountable Supervisor's Comments:

File: 291

Ontario
Provincial
Police

PROBATIONARY CONSTABLE
WORK IMPROVEMENT PLAN

PC JACK has been spoken to about the importance of safe cruiser operations. PC JACK is also aware of OPP policy in relation to safe cruiser operations. PC FILMAN will be monitoring his driving capabilities over PC JACK's evaluation period and will be reporting directly to me of any difficiencies.	
Accountable Supervisor's Signature:	Date: 15 APR 09
Probationary Constable's Signature:	Date: 26-APR-09
Detachment Commander's Comments: I concur with the evaluation	
Detachment Commander's Signature: S/Sgt 6355	Date: 27 APR 09
Regional Commander's (or designate) Comments: Noted	
Regional Commander's (or designate) Signature: Insp. Dave E. Lee, Manager, Staff Development and Training	Date: 11 MAY 09

RESULTS ACHIEVED *To be completed by Accountable Supervisor*

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:

Ontario
Provincial
Police

PROBATIONARY CONSTABLE
WORK IMPROVEMENT PLAN

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

ONTARIO PROVINCIAL POLICE

Ontario Provincial Police

PROBATIONARY CONSTABLE WORK IMPROVEMENT PLAN

File: 291

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:	M. JACK	Accountable Supervisor:	R FLINDALL
Badge:	12690	Badge:	

DESCRIPTION OF DEFICIENCIES THAT REQUIRE IMPROVEMENT TO "MEET" WORK PERFORMANCE STANDARDS

Radio Communications - PC JACK is fairly familiar with 10 codes however his phonetic alphabet has been lacking. This needs to be brought up to standard.

Clearing calls effectively is important. PC JACK needs to be clear and consice in order to ensure the summary is easily read on niche.

Coach Officer's Comments:

This task is again easily corrected and I don't believe it will be an issue on the next evaluation

Coach Officer's Signature:	Date: 15 APR 09
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

Learn phonetic alphabet
Review Niche to see how other officers clear calls.
Pay attention to the radio when officers are clearing calls to gain this experience.

Comments mandatory at all levels

Accountable Supervisor's Comments:

File: 291

Ontario
Provincial
Police

PROBATIONARY CONSTABLE
WORK IMPROVEMENT PLAN

PC FILMAN and I will be actively monitoring PC JACK's radio usage and will provide constructive assistance to PC JACK when it is deemed necessary.	
Accountable Supervisor's Signature:	Date: 15 Apr 09
Probationary Constable's Signature:	Date: 26-Apr-09
Detachment Commander's Comments: issues related to the members performance appear to be minor in nature. I expect Cst Jack & his coach and supervisor to work on his time management skills	
Detachment Commander's Signature: M.R.J. Campbell SIS/Sgt 6385	Date: 27 Apr 09
Regional Commander's (or designate) Comments: Progress in statistics and clearing calls to be monitored	
Regional Commander's (or designate) Signature: Insp. Dave E. Lee Manager Staff Development and Traini	Date: 11 MAY 09

RESULTS ACHIEVED *To be completed by Accountable Supervisor*

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:

Ontario
Provincial
Police

File: 291

PROBATIONARY CONSTABLE
WORK IMPROVEMENT PLAN

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

File: 291

OPP PERSONAL DATA INFORMATION RECORD

SURNAME: Jack FIRST NAME: Michael INITIALS: _____

DATE OF BIRTH: 16-Dec-72 SEX: Male

SIN #: 530-393-230 WIN # 393080

RANK: PC POSITION # _____

DATE APPOINTED TO FORCE: 02-Jan-09 TO PRESENT RANK: _____

MARITAL STATUS: Single SPOUSE'S NAME: n/a

DEPENDENTS: (NAME & D.O.B.)

n/a n/a

_____ _____

_____ _____

_____ _____

HOME ADDRESS: 1049 Primrose Lane RR#4, Peterborough
& POSTAL CODE K9J 6X5

HOME TELEPHONE #: 705-740-5765

HEALTH INFORMATION: (allergies, etc.) none

EMERGENCY TELEPHONE #'S

NAME: Andre Melaney RELATIONSHIP: Landlord

ADDRESS: 1049 Primrose Lane RR#4, Peterborough, K9J6X5

PHONE # 705-652-8125

NAME: _____ RELATIONSHIP: _____

ADDRESS: _____

PHONE # _____

LANGUAGES SPOKEN: English, Russian, Hebrew

Michael Jack
B.Sc.H., M.Sc.

1049 Primrose Lane RR#4, Peterborough, ON K9J 6X5
(705) 740-5765
michaeljack@trentu.ca

Skills/Strengths

- Intercontinental life, school, and work experience in the educational, industrial, and military environments of Canada, United States, Israel, and Russia.
- Fluent in English, Hebrew, Russian.
- Superb organizational and adaptation skills.

Academic Work Experience

2007 – present Course Instructor (Trent University, Peterborough, ON)

- Developing and teaching courses on programming languages, digital logic, information systems, and fundamentals of computer design.

2004 – 2006 Computer Science Teaching Assistant (Trent University)

- Provided teaching assistance and conducted lectures and seminars on behalf of Computer Science faculty members.
- Provided pedagogical help for 1st, 2nd, 3rd, and 4th year University students with respect to their computer science and math school work.

2001 – 2004 Computer Science Lab Advisor (Trent University)

- Provided pedagogical help for 1st and 2nd year University students with respect to their computer science assignments.

2002 – 2004 Computer Science Research Assistant (Trent University)

- Developed and implemented computer-based simulation models to investigate the performance of parallel job scheduling strategies.

Managerial Work Experience

1997 – 2000 Project Coordinator (Intel Corporation, USA and Israel)

- Managed schedule and logistics for the installation of high-tech electronic toolsets.
- Established business relationships and corresponded on behalf of the company with vendors and suppliers on domestic and international levels.
- Supervised QA/QC of the newly installed toolsets. Job details included overseeing the proper and safe design of electrical, telecommunication, and mechanical sub-systems.
- Trained groups of new employees in exclusive, state-of-the-art manufacturing processes as they related to those toolsets.

Technical Work Experience

2003 – 2003 Software Developer (PlanPlus Inc., Lindsay, ON)

- Developed financial planning web-based software applications.

1996 – 1997 Marine Electrical Officer (Israeli Merchant Fleet)

- Maintained and troubleshoot a wide variety of ships' electrical, control, refrigeration, and navigation systems.

1993 – 1996 Marine Electrician (Israeli Navy)

- Provided front-line technical support to special marine forces' fast-moving boats.
- Supervised and planned work of technical staff.

Education

2004 – 2006	M.Sc. (Computer Science, Trent University) NSERCC Postgraduate Scholarship, Trent University Scholarship.
2001 – 2004	B.Sc.H. (Computer Science, Trent University) President's Honour Roll, Dean's Honour Roll Trent University Scholarship, Ewing Memorial Scholarship Canada Millennium Bursary, City of Peterborough Bursary William B. Common Memorial Prize, Otonabee College Prize.
1992 – 1993	Diploma of Marine Electricity and Control Marine Technological College "Mevoot Yam", Israel.
1990 – 1992	Matriculation Certificate and Marine Technologist Certificate Nautical School "Ort Yami Ashdod", Israel.
1980 – 1990	High School #493, St. Petersburg, Russia.

Training

1998	"Human Dynamics - Art of Management" course "The 7 Habits of Highly Effective People" course Intel Corp., Portland, USA
1997	"QA/QC of High-Tech Electronic Equipment" course Intel Corp. Albuquerque, USA

Hard skills

- A comprehensive list of my hard skills will be furnished upon request.

Publications

Patrick, B.G. and Jack, M. (2003) Parallel job scheduling using marginal analysis, *Proceedings of the International Conference on Parallel and Distributed Processing Techniques and Applications 3,* Las Vegas, Nevada, June 23-26, 2003.

Patrick, B.G. and Jack, M. (2003) Equipartitioning versus marginal analysis for parallel job scheduling, *Proceedings of the Fourth International Conference on Parallel and Distributed Computing, Applications and Technologies*, Chengdu, China, August 27-29, 2003.

Interests

- Constantly learning new things with a focus in management, psychology, parapsychology, technology, history, and linguistics.
- Weight lifting, acrobatics, target practice.

Michael Jack
B.Sc.H., M.Sc.

1049 Primrose Lane RR#4, Peterborough, Ontario K9J 6X5
(705) 740-5765
michaeljack@trentu.ca

Recent extracurricular readings

- Stalingrad: The Faithful Siege by Antony Beevor.
- All I Really Need to Know I Learned in Kindergarten by Robert Fulghum.
- Why Am I Afraid to Tell You Who I Am? Insights into Personal Growth by John Powell.
- Past Lives, Future Healing by Sylvia Browne.
- The Da Vinci Code by Dan Brown.
- KGB: The Inside Story of Its Foreign Operations from Lenin to Gorbachev (Russian) by Christopher Andrew and Oleg Gordievsky.
- Walden by Henry David Thoreau.
- War by Gwynne Dyer.
- Voices of Time (Russian) by Nikolay M.Amosov.
- The 7 Habits of Highly Effective People by Stephen R. Covey.
- On Becoming Fearless.... in Love, Work, and Life by Arianna Huffington.
- The Principle Centered Leadership by Stephen R. Covey.
- Ochishchenie (Russian) by Viktor Suvorov.
- Osvoboditel (Russian) by Viktor Suvorov.
- Pesach Haggadah (Hebrew).
- One Day in the Life of Ivan Denisovich by Alexander Solzhenitsyn.
- The Gulag Archipelago by Alexander Solzhenitsyn.
- Ship it! A Practical Guide to Successful Software Projects by Jared Richardson and William Gwaltney.
- The Secret by Rhonda Byrne.
- The Celestine Prophecy by James Redfield.
- The Science of Getting Rich by Wallace D. Wattles.
- The World Is Flat: A Brief History of the Twenty-first Century by Thomas L. Friedman.
- All Quiet on the Western Front by Erich Maria Remarque.
- Men Are From Mars, Women Are From Venus by John Gray.
- Cracking the Da Vinci Code: The Unauthorized Guide to the Facts Behind Dan Brown's Bestselling Novel by Simon Cox.
- Pohoronite Menya za Plintusom (Russian) by Pavel Sanaev.
- Nuremberg: The Reckoning by William F. Buckley Jr.
- The Assault on Reason by Al Gore.
- The Way of the Superior Man: A Spiritual Guide to Mastering the Challenges of Women, Work, and Sexual Desire by David Deida.
- Trump: How to Get Rich by Donald J. Trump.
- Acting As a Business: Strategies for Success by Brian O'Neil.
- The Field: The Quest for the Secret Force of the Universe by Lynne Mctaggart.

Phone (705) 748-1215 Fax (705) 748-1629
E-mail registrar@trentu.ca Web www.trentu.ca

UNIVERSITY

SUSAN SALUSBURY
Registrar
Transcript valid only if bearing official signature and seal

To: **
Michael Jack
Official Transcript

Student Number: 0128039
Date of Birth : 1972 Dec 16
Issued On : 2006 Oct 16

Name: Michael Jack

Undergraduate

2000-2001 Academic Year — Basis of Admission: TRANSFER-TECH INST (FOREIGN)

			Credits	Mark	Grade
Computer Science	102H:	Software Engin. With C/C++	0.5	94	A+
Economics	101H:	Introductory Microeconomics	0.5	91	A+
Economics	102H:	Introductory Macroeconomics	0.5	97	A+

THE WILLIAM B. COMMON, Q.C., LL.D. MEMORIAL PRIZE

2001 Summer Session

			Credits	Mark	Grade
Computer Science	104H:	Programming Methodologies	0.5	97	A+

2001-2002 Academic Year

			Credits	Mark	Grade
Computer Science	230:	Computer Organization	1.0	99	A+
Mathematics	110:	Calculus of One Variable	1.0	94	A+
Computer Science	202H:	Data Struct. & Algorithm Des.	0.5	82	A-
Mathematics	135H:	Linear Algebra I: Matrix	0.5	83	A-
Computer Science	204H:	Object-Oriented Programming	0.5	97	A+
Mathematics	155H:	Introduction to Probability	0.5	90	A+
Mathematics	235H:	Linear Algebra Ii: Vectors	0.5	90	A+

DEAN'S HONOURS ROLL
THE TRENT UNIVERSITY SCHOLARSHIP

2002-2003 Academic Year

			Credits	Mark	Grade
Mathematics	200:	Calculus in Several Dimensions	1.0	90	AG
Mathematics	260:	Discrete Structures	1.0	90	A+
Computer Science	332H:	Fund. of Operating Systems	0.5	98	A+
Computer Science	362H:	Object-Oriented Analysis & Des	0.5	87	A
Computer Studies	350H:	Artificial Intelligence/Life	0.5	98	A+
Computer Science	304H:	Software Specific. & Analysis	0.5	88	A
Computer Science	340H:	Database Management Systems	0.5	97	A+
Computer Science	358H:	Visual Programming Techniques	0.5	94	AG

DEAN'S HONOURS ROLL

Continued on Page 2

Phone (705) 748-1215 Fax (705) 748-1629
E-mail registrar@trentu.ca Web www.trentu.ca

SUSAN SALUSBURY
Registrar
Transcript valid only if bearing official signature and seal

To: **
Michael Jack
Official Transcript

Student Number: 0128039
Date of Birth : 1972 Dec 16
Issued On : 2006 Oct 16

Name: Michael Jack

Undergraduate

2003-2004 Academic Year

		Credits	Mark	Grade
Computer Science	337H: Systems Programming	0.5	97	A+
Computer Science	347H: Modelling and Simulation	0.5	89	A
Computer Science	401H: Software Engineering	0.5	91	A+
Computer Science	431H: Computer Networks	0.5	89	A
Computer Studies	261H: Info Systems for Bus & Gov't	0.5	87	A
Computer Science	305H: Theory of Computation	0.5	88	A
Computer Science	364H: Data Processing & File Struct.	0.5	99	A+
Computer Science	402: Software Engineering Project	1.0	96	A+
Computer Science	432H: Distributed Systems	0.5	90	A+

DEAN'S HONOURS ROLL
THE EWING MEMORIAL SCHOLARSHIP

2004 Summer Session

		Credits	Mark	Grade
Administrative Studies	102: Fundamentals of Accounting	1.0	91	A+
Computer Studies	345H: Societal Impact of Computers	0.5	93	A+
Computer Studies	396H: Human Computer Interaction	0.5	80	A-
Computer Studies	397H: Online Business Principles	0.5	97	A+
Psychology	101: Introduction to Psychology	1.0	77	B+

PRESIDENT'S HONOURS ROLL
DEAN'S HONOURS ROLL

Current Academic Status: Good Standing
Degree Completed : BACHELOR OF SCIENCE (HONOURS)
Majors : Computer Science
Minors :
Date : 02 Jun 2005

* End of Record *

TRENT UNIVERSITY, PETERBOROUGH, ONTARIO CANADA

Graduate Academic Record Card

Name: Jack, Michael

Home Address: 1049 Primrose Lane
Peterborough, ON K9J 6X5

Present Address:

Earlier Degree(s): H.B.Sc. (Trent)

Student ID: 128039 (605001192)

Date of Birth: December 16, 1972

Citizenship: Canadian

Date of Enrolment: September 1, 2004

Basis of Admission: Honours B.Sc.

Program: Modelling in the Natural & Social Sciences

PROGRAM OF STUDIES LEADING TO THE DEGREE OF Master of Science

Approved Courses

Subject	No.	Session	Final Grade	Subject	No.	Session	Final Grade
Applications of Modelling	AMOD 501H	2004FW	A+ (93%)	Mathematical Aspects of Modelling	AMOD 571H	2005WI	A (85%)
Classic Artificial Intelligence	AMOD 502H	2004FW	A (85%)	Seminar on Applications of Modelling	AMOD 590	2005FW	Pass
The Foundations of Modelling	AMOD 561H	2004FW	A (88%)				

Thesis: Workload Modeling and Internal Backfilling for Parallel Job Scheduling

Supervisor: B. Patrick

Members of Supervisory Committee: R. Hurley, & B. Atkinson,

Date Degree Conferred: October 2006 (Degree Requirement Met: September 2006)

Awards: NSERC Post Graduate Scholarship - Masters 2005-06

SIGNED: [signature] DATE: Oct 26/06

This record is not an official transcript unless signed by the Dean of Graduate Studies and stamped with the University seal.

ONTARIO PROVINCIAL POLICE
CAREER DEVELOPMENT BUREAU
CORPORATE SERVICES

INTERNAL BRIEFING REPORT

ISSUE: Release from employment: Probationary Constable Michael Jack.

BACKGROUND:

- Prob. Jack started with the OPP on August 25, 2008, and upon graduation started his probation period on January 09, 2009.

- Prob. Jack is posted to Peterborough County, Central Region.

- Month 1 and 2 (09 Jan to 09 Mar) are a combined performance review - Prob. Jack had 3 sub categories where he did not meet requirements: Police Vehicle Operation, Radio Communication and Flexibility. The work improvement plan was not given to him until April 15, 2009.

- Month 3 (09 Mar to 09 Apr) performance review - Prob. Jack was meeting the requirements on his performance review.

- Month 4 (09 Apr to 09 May) performance review - Prob. Jack was meeting requirements on his performance review.

- Month 5 (09 May to 09 Jun) performance review - Prob. Jack was meeting requirements, but his performance review was given to him on August 16, 2009, which was almost two months late.

- Month 6 and 7 (09 Jun to 09 Aug) are a combined performance review - Prob. Jack had 10 sub categories where he was not meeting the requirements: Provincial Statutes, Federal Statutes, Listening Skills, Radio Communication, Resolution, Follow up, Personal Accountability, Planning and Organizing, Respectful Relations and Self Confidence. This performance review was given to him on the August 20, 2009, and he refused to sign it.

- Month 8 (09 Aug to 09 Sept) performance review - Prob. Jack had 17 sub categories where he was not meeting the requirements: Attitude Towards Learning, Provincial

Statutes , Police Vehicle Operations, Oral and Written Communication, Listening Skills, Radio Communication, Analytical Thinking, Resolution, Follow Up, Personal Accountability, Planning and Organizing, Respectful Relations, Self Confidence ,Team Work, Self Awareness and Deportment. This performance review was given to Prob. Jack on September 11, 2009. He refused to sign the performance review, but later on September 25, 2009 provided comments (attached).

- S/Sgt Kohen became involved with detachment on August 27, 2009. Since that time several conference calls with detachment members and region have occurred. As a result, Prob. Jack's Coach Officer and Platoon were changed, which is reflective in his 9 month performance review.

- Month 9 (09 Sept to 09 Oct) performance review - Prob. Jack had 13 sub categories where he did not meet requirements: Attitude Towards Learning, Fed Statutes, Police Vehicle Operations, Traffic Enforcement, Oral Communication, Radio Communication, Decisive Insight, Analytical Thinking, Resolution, Personal Accountability, Flexibility, Respectful Relations and Self Confidence. This performance review was given to Prob. Jack on October 13, 2009. Prob. Jack did sign this performance review. On September 18, 2009, Prob. Jack completed a "Driver Competency Assessment" with Sergeant McNeely, East Region (report attached).

- Month 10 (09 Oct to 09 Nov) performance review - Prob. Jack had 12 sub categories where he did not meet requirements: Attitude Towards Learning, Fed Status, Police Vehicle Operations, Oral Communication, Radio Communication, Decisive Insight, Analytical Thinking, Resolution, Personal Accountability, Flexibility, Respectful Relations and Self Confidence. This performance review was given to Prob. Jack on November 14, 2009. Prob. Jack did sign this performance review and only provided comments on a disagreement with the sub category of Federal Statutes. This member was not recommended for permanent status and advised to keep working on the areas with his coach officer in conjunction with the Work Improvement Plan that had been created. During this review period, Prob. Jack attended six additional driving assessments with Sgt Kent Taylor from the Academy (report attached).

- On November 12, 2009, a conference call was held with S/Sgt Kohen, Coach Officer, Cst Rich Nie, Detachment Sgt Peter Butorac, Detachment Commander Ron Campbell and Central Region Command Staff Supt Hugh Stevenson. Central Region is supporting the release from employment of Prob. Jack.

- On November 23, 2009, S/Sgt Kohen consulted with Legal Branch Ms. Chris Donszelmann and provided her an overview of Prob. Jack's performance of the last 10 months. Legal Branch supports the recommendation of releasing Prob. Jack from employment as a result of failure to meet the minimum requirements of his position based on unsatisfactory work performance.

- On the November 30, 2009, detachment members have submitted to S/Sgt Kohen a chronology overview of the last 10 months of Prob Jack at Peterborough Detachment (attached).

PROPOSED DIRECTION:

- Release Prob. Jack from employment, as a result of failure to meet the minimum requirements of his position based on unsatisfactory work performance.
- Prob. Jack signed the ***Performance and conduct requirements of a probationary constable letter which outlines the expectations of each member during his/her probation period*** *(attached).*

CONSULTATION RECORD:

- Supt. Hugh Stevenson, Director of Support Services, Central Region
- Insp. Dave Lee, Staff Development & Training, Central Region
- S/Sgt Ron Campbell, A/Insp. Detachment Commander, Central Region
- A/Supt. Sandy Thomas, A/Director of HR, CDB
- Ms. Chris Donszelmann, Legal Service Branch

☐ **Recommendation Approved**

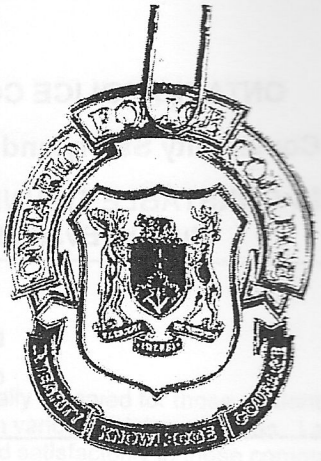
☐ **Recommendation Approved/Amended**

☐ **Recommendation Denied**

_____ _____

Commissioner/Provincial Commander **Date**

Prepared By: S/Sgt C.S. Kohen



THE ONTARIO POLICE COLLEGE WITH APPROVAL OF

THE MINISTER OF COMMUNITY SAFETY AND CORRECTIONAL SERVICES,

PROVINCE OF ONTARIO,

HAS CONFERRED UPON

Michael JACK

THE ONTARIO POLICE TRAINING SYSTEM DIPLOMA

ATTESTING TO SUCCESSFUL COMPLETION OF THE

BASIC CONSTABLE TRAINING PROGRAM

November 27, 2008

DIRECTOR-ONTARIO POLICE COLLEGE

ONTARIO POLICE COLLEGE

Ministry of Community Safety and Correctional Services

BASIC CONSTABLE TRAINING PROGRAM
Student Evaluation

Name	JACK, Michael	Date	Sep 3 – Nov 27, 2008
Service	Ontario Provincial Police	Class	BC-0828

The wide variety of subject areas in Basic Constable Training have been grouped into various categories (see attached BCT Program specifications). Certain aspects of each subject area that require pen and paper testing are assessed in midterm and final examinations, the overall pass mark being 75% in each of the seven examinations listed below.

Examination	*Student Mark (%)*	*Course Average (%)*
Community Policing (Closed Book) *Ethics / Community Policing / Anti-Racism / Domestic Violence / Death Notification / CPIC / Crime Scene Preservation*	Met Standard	
Federal Law (Closed Book) *Arrest / Criminal Offences / Evidence / Drugs / YCJA*	90.2	81.1
Traffic Law / Federal Law (Open Book) *Arrest / Criminal Offences / Drugs / YCJA/ Highway Traffic Act / Criminal Driving Offences*	86.0	84.1
Police Vehicle Operations (Closed Book) *Legal Responsibilities / Vehicle Dynamics / Environmental Factors / Suspect Apprehension Pursuits Regulation*	95.0	86.8
Provincial Law (Closed Book) *POA / MHA / LLA / Child and Family Services Act / Children's Law Reform Act / Family Law Act / Trespass to Property Act / HTA / Police Services Act*	90.3	82.2
Use of Force/Officer Safety (Closed Book) *Defensive Tactics / Firearms / Officer Safety / Tactical Communications / Use of Force / Study Guide / Use of Force Model*	96.7	89.1
Average	**91.6**	**81.5**

Physical Skills Training		
Defensive Tactics	*Skill Components / Applied Scenarios*	**Passed**
Firearms	*Skill Components / Applied Scenarios*	**Passed**
Police Physical Training	*PREP*	**Passed**
Police Vehicle Operations	*Skill Components / Applied Scenarios*	**Passed**
Retested Police Vehicle Operations		December 17, 2008

JACK, Michael
Ontario Provincial Police
BC-0828

General Comments

Comments pertaining to training issues are generally reserved for those students who either demonstrated outstanding capabilities or experienced significant difficulties in various training activities. Lack of written comments in the training areas listed below indicates that the candidate performed satisfactorily in these components and progressed steadily throughout the course.

Defensive Tactics

This student has successfully completed an Aerosol Weapon exam to comply with Police Services Act Regulations and Policing Standards guidelines.

Firearms

Police Physical Training

All Basic Constable Training students are given the opportunity to test for and receive the Ontario Police Fitness Award. This candidate is to be commended for receiving a perfect score of 100% on this fitness test.

The Physical Training Department recognizes this student for demonstrating a high proficiency level in both the Ontario Police Fitness Award and the PREP test.

Police Vehicle Operations

Special Mention

Comments

Diploma Awarded.

ONTARIO POLICE COLLEGE

Ministry of Community Safety and Correctional Services

BASIC CONSTABLE TRAINING PROGRAM
Student Evaluation

Name	JACK, Michael	Date	Sep 3 – Nov 27, 2008
Service	Ontario Provincial Police	Class	BC-0828

The wide variety of subject areas in Basic Constable Training have been grouped into various categories (see attached BCT Program specifications). Certain aspects of each subject area that require pen and paper testing are assessed in midterm and final examinations, the overall pass mark being 75% in each of the seven examinations listed below.

Examination	*Student Mark (%)*	*Course Average (%)*
Community Policing (Closed Book) *Ethics / Community Policing / Anti-Racism / Domestic Violence / Death Notification / CPIC / Crime Scene Preservation*	Met Standard	
Federal Law (Closed Book) *Arrest / Criminal Offences / Evidence / Drugs / YCJA*	90.2	81.1
Traffic Law / Federal Law (Open Book) *Arrest / Criminal Offences / Drugs / YCJA/ Highway Traffic Act / Criminal Driving Offences*	86.0	84.1
Police Vehicle Operations (Closed Book) *Legal Responsibilities / Vehicle Dynamics / Environmental Factors / Suspect Apprehension Pursuits Regulation*	95.0	86.8
Provincial Law (Closed Book) *POA / MHA / LLA / Child and Family Services Act / Children's Law Reform Act / Family Law Act / Trespass to Property Act / HTA / Police Services Act*	90.3	82.2
Use of Force/Officer Safety (Closed Book) *Defensive Tactics / Firearms / Officer Safety / Tactical Communications / Use of Force / Study Guide / Use of Force Model*	96.7	89.1
Average	**91.6**	**81.5**

Physical Skills Training		
Defensive Tactics	*Skill Components / Applied Scenarios*	**Passed**
Firearms	*Skill Components / Applied Scenarios*	**Passed**
Police Physical Training	*PREP*	**Passed**
Police Vehicle Operations	*Skill Components / Applied Scenarios*	**Failed**

... 2

JACK, Michael
Ontario Provincial Police
BC-0828

General Comments

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The Physical Training Department recognizes this student for demonstrating a high proficiency level in both the Ontario Police Fitness Award and the PREP test.

Police Vehicle Operations

This candidate demonstrated acceptable proficiency in each of the driving skill components, but did experience significant difficulty when attempting to apply some of these skills in a motor vehicle pursuit simulation. At a later date, this candidate was given an opportunity to repeat this exercise and again was unable to operate the vehicle in a reasonably safe and proficient manner. Therefore, this candidate has not successfully completed this area of training. Further instruction and evaluation will be made available upon your request.

Special Mention

Comments

Diploma **Not Awarded.**

BADGE	LNAME	FNAME	DOB(d,m,y)	M/F	RESIDENCE	ATTRIBUTES	DETACHMENT
12690	Jack	Michael	16/12/1972	M	Peterborough	RUSSIAN HEBREW	Peterborough County 5522-151828
12691	[redacted]	[redacted]	[redacted]	M	Oshawa	OPP, Queens Park Det. - Special Constable, 17 Jul 06 to present	Nottawasaga 5554-201637
12692	[redacted]	[redacted]	[redacted]	M	Prescott	OPP, Leeds Cty. Det. - Aux. Constable, 25 Apr 98 to present	Napanee 2656-201859
12693	[redacted]	[redacted]	[redacted]	M	Peterborough		Port Credit 5452-29541
12694	[redacted]	[redacted]	[redacted]	M	Goderich		South Bruce-Walkerton 2381-138372
12695	[redacted]	[redacted]	[redacted]	F	Peterborough	Women's Symposium 2007	Peterborough County 5522-30738
12696	[redacted]	[redacted]	[redacted]	F	Etobicoke	FRENCH OPP Bound 2006	Haliburton Highlands 5579-201634

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PERSONNEL                    ***JOB PERFORMANCE DATA***                    PERI009
530393230 JACK,MICHAEL                          COMMUNITY SAFETY

                          --JOB PERFORMANCE DATA--

          NEXT INCR TYPE                    NEXT INCR DATE 08/01/2009
      NEXT INCR REASON                       NEXT INCR PCT
           EYE EXAM DATE


                          --PROBATIONARY DATA--

     PROBATION STATUS PR
       PROB BEGIN DATE 08/25/2008            PROB END DATE 08/25/2009
        PROB LAST ACTN                     PROB LST ACTN DT

                 COMMENT

COMPLETE NEXT TRANSACTION REQUEST.
TRANS      EMPL 530393230                   JOB    ORG  41                QTR
PA2=TRAN MENU  PF7=INQUIRY
PF1=HELP TEXT  PF8=TABLE INQ  PF9=DET EDITS  PF11=FUNC MENU  PF12=SIGN OFF
4-©              1 MCSP                                                  #§ 22/8
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Shelley Agnes Gozzard-Gilbert,
a Commissioner, etc., County of Peterborough,
for the Government of Ontario, Ministry of
Community Safety and Correctional Services.
Expires May 12, 2009.

Attention: Shelley Gozzard-Gilbert

From: Michael Jack

Hi Shelley,

Here are the memorandums we were given at the Ontario Provincial Police Academy re: salary increase for new recruits upon the commencement of their probationary status. I made copies of the original ones for you. I hope these will help to solve the mystery of our pay checks.

Thank you

Michael Jack