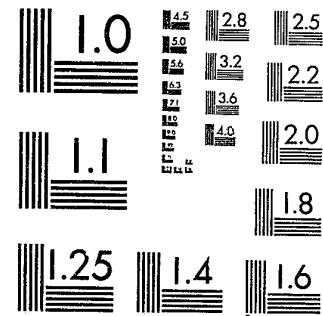


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The Performance Appraisal Process  
for Police Constables in British Columbia

A Rater's Guide

Prepared by the  
B.C. Police Commission

U.S. Department of Justice  
National Institute of Justice

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ACQUISITIONS

Explanations and Definitions

- Global description = One which does not describe what actually took place, but rather the attitude and feelings of the rater (to what took place)
- Specific description = Describes plain factual performance in neutral non-emotive words
- Emotive words = Words designed to appeal to the feelings of approval and disapproval
- Neutral words = Words which appeal to rational recognition of the content

C o n t e n t s

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### Introduction

The performance appraisal process that has been developed stems from the project's original working objectives which were, namely:

1. To develop a system that deals with job related areas of performance.
2. Rates documented observed behaviour whenever possible.
3. Produces a final rating based on the recorded performance.
4. Concentrates on pre-determined work items and standards that are known to all.

Pascal wrote:

"The virtue of a man ought to be measured, not by his extraordinary exertions but by his everyday conduct."

It is around this philosophy that the Performance Appraisal package for constables was developed.

It is recommended that prior to going any further in reading this guide, supervisors first of all read through the sample Performance Record Package contained in Appendix Four.

The layout of the Performance Appraisal Package was designed around several factors. The first one being to keep the amount of writing required to make an entry to a minimum while at the same time enabling supervisors to make specific recollections based on the data recorded. Secondly, through the use of checklists, the form was to encourage uniform and thorough consideration of specific work requirements. Thirdly, the form was to illustrate, as clearly as possible, the strengths and weaknesses of the member and any changes which occurred. And finally, the form was to allow space for narrative comment.

For each constable, there would be a Performance Record Package. Each 'package' will be filed alphabetically and kept by the local supervisor in a secure location as the material recorded is of a confidential nature.

The final rating form on which the annual assessment is recorded is but one page long and is the front page of the package. It is this form which will, eventually, form part of the member's permanent work record.

The name and number of the member being rated and the starting date of the appraisal period are the first items to be recorded.

The remaining sections of the front page should be completed at the conclusion of the appraisal period but prior to the appraisal interview.

The sections on the second page should be completed at the conclusion of the interview and prior to the member signing the form.

An integral part of the process is regular discussion between the member and the supervisor concerning performance. An informal interview is recommended at the six month interval followed by a formal documented interview between the rater and the member at the twelve month stage.

In addition, it is required that a negative entry cannot be made without it having been brought to the member's attention for discussion and/or follow-up as thought appropriate by the supervisor.

Two people can be miles apart as to how they view, rate or interpret a given situation. This is due to their knowledge of what is required under the circumstances and the importance they attach to the situation. Police supervisors can have different police personalities or outlooks, due to the background of their own career development. No attempt is made to introduce a rigid rating scale for demonstrated performance. However, a rating guideline is included for discussion purposes from which local rating requirements (marks) can be established.

To assist the rater with certain performance criteria, appendices to this Rater's Guide contain details on Crown Counsel Report, job-related dimensions and scheduling an interview.

Using the Performance Appraisal Package the following is directed to the supervisor making the entry:

When making a narrative entry, be brief but accurate. The notation should be in point form making use of abbreviations wherever appropriate. Do not worry about sentence structure, punctuation or paragraphing.

Place the entry in the appropriate category, and, if there is no additional comment required, merely put in the Case Reference number, or the accident location and time, etc., together with the notation 'No negative comment' or 'Satisfactory', then sign it or insert your Police Identification number.

It is not expected that each and every item of performance will be recorded. At periodic intervals the supervisor, in addition to making the daily routine observations of members' performances, will record the details in the performance appraisal packages. It is recommended that wherever possible these routine samplings should be taken of the whole squad and not of one individual. For example, under Dress and Department, sample and record the standard demonstrated by the entire squad or watch. For report writing, a day should be chosen that will allow the supervisor to read and record every relevant item in the In-Basket. If a particular pressing need to take an isolated sample arises, this can be done. It is recommended that this be the exception rather than the rule.

If there is reason to single out a particular aspect of the work (in any category), it is not necessary to write out longhand the detail required. In the category heading, there are various sub-headings each of which is pre-fixed by a letter. Merely refer to the sub item by the letter prefix and place the letter only in the column with the heading 'Item'.

For example, if a constable's notebook is checked and found to be two days behind, the supervisor would go first to the category of Dress and Appearance, look up notebook in the heading box; and having determined that notebook is dealt with under (f), the letter (f) is then inserted in the item column after the date.

Date	Item	Comment	P.I.N.
Jan.10	F	0700 hrs. last entry 8th Jan. Advised and rechecked Jan. 11th	49

Another example can be dealing with an investigation report where the member omits a key item such as how or who will identify some property stolen.

Referring to the correct category (Investigation Reports) the supervisor consults the heading box and finds that item (e) refers to identification points of property. Instead of writing a long narrative account, the entry would look something like this:

Date	Item	Comment	P.I.N.
-	E	Case #80/782 involving jewelry and furs. Omitted. Follow-up report made by member.	49

It is important to remember that this applies to positive entries as well.

For example, a motor vehicle accident which required attention to particularly difficult detail at the scene, and was in fact recorded accurately and neatly by the investigator, should result in an entry like this.

Date	Item	Comment	P.I.N.
Jan.10	F&G	1st Ave. and Douglas. Injury. 4 car. Thorough report plus excellent diagram.	49

Note: To assist supervisors to assess the quality of Crown Counsel Reports, and some investigation reports, the guide written by Jan Prowse, former senior member of Vancouver Crown Counsel is contained in Appendix one.

This procedure is followed for all of the ten categories to be rated. If the number of entries exceeds the space allowed, additional sheets for that category only may be inserted into the package.

If an item of behaviour takes place that is not covered by a particular sub-item, the supervisor can make the entry and refer to the non-listed item in plain language.

The member's annual rating, for each category and the overall rating will be based on the performance recorded and comments made throughout the preceding year.

Cross Referencing

Remember also that skill areas can be interrelated, for example, Investigative Reports and Interpersonal Relations. A constable can submit an excellent report on a sudden death having obtained full details from witnesses, relatives, next of kin, etc., under difficult circumstances, while at the same time demonstrating high sensitivity towards the people involved at their time of personal grief. A double entry can be made citing the same sudden death report putting a suitable notation under (a) Investigative Reports, and (b) Interpersonal Relations. It is not necessary to duplicate the writing. Make a full entry in one section and a cross reference for the other. If the entry has been written up under Investigative Ability, for the Interpersonal Relations entry, insert the positive notation for that entry number, and then in the space for narrative comment write 'See also Investigative Reports, date, and department ref. no.'

That example showed where there was a positive relationship between two skill areas. It could very well happen that the need for a double entry will be because of a clash in demonstrated ability.

Take the same sudden death, the same bereaved relatives and next of kin and an investigator with high investigative standards but low sensitivity to others. The same detailed report will probably be submitted but at a tremendous cost in terms of bruised sensibilities and tarnished police image if the investigator tramples all over people in order to get the job done. If this is known, then the same high mark should go for the report, but a correspondingly low entry for Interpersonal Relations must be made with a narrative explanation as to how this came about. Again, it is not necessary to write everything out twice but the cross referencing must be very clear.

To assist the rater in identifying possible contributing factors to the performance observed, the list of dimensions (skills, abilities) essential to the position of police constable is reproduced in Appendix Two.

Rating the Observed Behaviour

Past performance records used for competition purposes sooner or later are reduced to a numerical value. There is nothing wrong in this providing the number is based on actual performance measured against a set of work related requirements known to everyone involved. It does, however, show an additional reason why it is crucially important for the supervisor to record as much detail as possible throughout the year.

Using the Numerical Scale

Following is a breakdown of what the overall standard demonstrated is worth in numerical value.

<u>Rating Scale</u>	
<u>Wording</u>	<u>Numerical Value</u>
Excellent .....	= 10
Superior Competent .....	= 8
Competent (meets Dept. Standards) .....	= 6
Needs Development .....	= 4
Unacceptable .....	= 2

No Opportunity to Observe ..... = 0

It is thought that, generally speaking, a member will be involved in some relevant activity in each category throughout the year. However, a member might not get involved in one category, for example, a Major Incident. In that case a zero score, or 'no opportunity to observe' would be recorded. No mathematical penalty is incurred by receiving a zero rating. If the overall score is being averaged, that (zero) category is dropped and the overall total divided by nine categories instead of ten.

It should be pointed out, again, that negative performance recorded during the year must be accompanied by a notation to the effect that this (performance) has been brought to the member's attention, with follow-up action where appropriate.

The Competent Rating (and Variations Therefrom)

It is suggested that a supervisor/rater does not set the rating sights too low. The police service is deserving of a high standard of work in all its operations. Therefore, what might be an unquestionably good performance in one area does not automatically give it a high numerical rating. If the job had to be well done anyway, then a 'competent' rating is appropriate. If the good performance shown is the exception rather than the rule, then maybe the general operating standard has been allowed to drop too low. Appropriate remedial action should then be implemented.

The requirements for giving out progressively higher (or lower) ratings should be clearly defined and be ever more stringent as the extreme mark is approached. Supervisors should in no way interpret this as a signal to avoid giving them. Quite the contrary, they are recommended with accompanying supportive data; extreme marks should be given wherever and whenever justified.

The minimum level of acceptable performance is classed as Competent. Numerically, 'Competent' is worth 6 points out of a maximum of 10.

Excellence is worth Ten (10) out of Ten (10). Unacceptable is worth two (2) out of ten (10). 'In need of Development' is worth four (4) out of ten (10).

There are graduations of numerical value either side of these key descriptors. For example, if a member is generally competent, occasionally on the low side, but not enough to rate him incompetent, then a 5 mark is acceptable. If, however, the supervisor thinks that for this particular skill area the member makes mistakes more frequently, despite coaching, then the mark should drop down to a 4. When the error rate or omission rate becomes unacceptable, then that is the rating, 'unacceptable', worth 2 points out of 10. A member who has reached an unacceptable rating will have been the subject of documented supervisory assistance in an endeavour to remedy the situation before this rating (of unacceptable) is given.

Overall Rating in Each Category

The following scale is put forward as a basis for discussion only. It is suggested that it be used within a department for coming to an agreement with management and the rating supervisors as to what sort of performance on a particular skill area will merit what type of mark. Involving the Union or Association representative in this process is also suggested.

Rating Scale

Performance where errors/omissions have required an entry indicating below competent performance and worse during the year.

Frequency	Overall Rating
First Occasion	6.0
2nd Occasion	6.0
3rd Occasion	5.0
4th Occasion	4.0
5th Occasion	4.0
6th Occasion	3.0
7th Occasion	3.0
8th Occasion	2.0
9th Occasion	1.0

Note: 2.0 = Unacceptable

Performance where positive Notations have been recorded indicating above competent performance and better during the year.

Frequency	Overall Rating
First Occasion	6.0
2nd Occasion	6.0
3rd Occasion	6.0
4th Occasion	7.0
5th Occasion	8.0
6th Occasion	8.0
7th Occasion	9.0
8th Occasion	9.0
9th Occasion	10.0

Note: 10 = Excellent

Remember what Pascal wrote, it is the day to day performance that counts and not an extraordinary act.

The Appraisal Interview

If the key to a good interview is good preparation, then both members involved should prepare for it. Approximately eight to ten working days beforehand send out an Interview Notification form (copy shown below). This will encourage and give ample time for the member to think over the topics to be raised by the supervisor and bring up additional ones.

M e m o

To: Member

From: Supervisor

Subject: Appraisal Interview Notification.

Your performance appraisal interview is due in the near future. Please contact the undersigned to arrange a suitable time and date.

(Continued)

Prior to coming to the discussion, please give some thought to what has happened to you in policing during the past year, and what you intend for the future in terms of your career. The topics for discussion will include: your demonstrated past performance and how that has been appraised, your future development, and any suggestions you may have for improving the work environment.

If you wish, make notes on these, or any other points, before coming to the meeting. They will be for your use only and to be kept by you afterwards.

Please get in touch with me as soon as possible to get things set up.

Signature

The letter is reproduced in Appendix Three.

#### Interview Preparation

An appraisal interview is an exchange of information, a time to be spent in bringing a member's career path up to date, and a time for discussing previous job related goals and setting new ones.

Prior to sitting down with the member, go over the Performance Record sheets for the past year and the agreements reached at the previous interview. See if any objectives or goals have been met. Check closely to see if performance is improving, staying the same or deteriorating in one or more skill area. Review the general details of the member's career: years of service, previous assignments, whether qualified for promotion or not, sick record and punctuality.

Having done that, try and come up with some objectives for the member to reach in the next year. Have several alternatives ready because, like yourself, the member will also have been giving some thought to the upcoming session and may take you quickly into unthought-of areas of discussion so be prepared to modify or change your plan. Being well prepared does not mean you have to be rigid. Change your plan where appropriate. This does not mean

you have lost control of the interview. Quite the contrary, if you can still get an agreement to new objectives it will reflect positively on your ability as an interviewer. The target for the interview is to get a commitment from the member to try for mutually agreed to job related goals.

Setting a job related goal does not automatically mean 'going for promotion'. The member may be ineligible, not qualified or not interested in advancement at this time. Nonetheless, he or she is still a very valuable asset to the department and should be treated as such. If the member wants to stay in the existing position, and that seems appropriate, then try and introduce something new into the horizon. A bit of research into a topic for a roll call presentation, a bit of digging into a community problem, an update on commercial premises for example. These are all things which will not take the member off the road for any significant length of time because the work can be done on duty when nothing else is happening, and it can be set for completion over a long period. Try and utilize the member's existing skills.

With that in mind, prepare your interview questions and decide on your approach. There are a variety of ways to set the tone of the interview. If it really is meant to be an information exchange, then every effort should be made to increase the possibility of having it take place. This requires paying attention to seating arrangements, your outward appearance and the steps taken to ensure the member has to participate.

In deciding your approach, generally speaking it is thought best to take a relaxed but business like approach with the communication flow being a lateral one as opposed to a vertical one between 'someone in authority' and a subordinate. Obviously there will be some cases that require different methods, ranging from a 'shape up or ship out' style for stubborn cases to exceptionally soothing treatment for delicate and fragile cases. That decision will be made for specific individuals.

#### Preparing Questions

Read your material over then write out your questions on the notepad you will be using at the interview. Leave space to note the answers. Try and cover as many areas



as you can in the time. Allow up to an hour. You can always continue at a later date if necessary.

Make your questions of the non-leading variety, for example:

<u>'Leading Question'</u>	<u>'Non-Leading Questions'</u>
Are you still enjoying working on the road?	Which area of your work interests you most?
Are you interested in promotion?	What do you want to be doing this time next year?
Do you have any complaints?	What would you like to see changed around here?

Non-leading question examples continued:

"How do you feel you are doing on your present assignments?"

"How do you see your career developing?"

"What difficulties are you encountering?"

"What are your career ambitions?"

"What steps are you taking to bring this about?"

Follow-up Questions

"Could you tell me a little more about that please?"

"That's interesting. Could you give me an example of that?"

If you want to hear more on a particular topic, ask the member to tell you a little about whatever it was, or ask for an example.

Pay attention to your own body language during the interview. Avoid nodding in agreement with what the member is saying because the member will think, quite rightly, that you like what is being said and want to hear more of it. Conversely, do not frown, glare or gasp with alarm at what is said. Be receptive but be neutral.

Seating

Be an up front person and conduct the interview without using a desk. Desks are symbolic of authority and,

generally speaking, have no place in an appraisal interview setting. Sit opposite the member, say four to five feet apart, and have a clipboard or notepad on which to take notes. Yes, notes should be taken.

Take quite a few notes throughout the interview, and tell the member you will be doing so at the outset. It might be a distraction at first but if you take them consistently throughout the interview the member will pretty soon disregard the pen in your hand. If an occasional note only is made the member will wonder whether it is a good point or bad point they have just made. Couple that with nodding (agreement) or frowning (disagreement) on the part of the interviewer and the member has all sorts of indicators as to what should or should not be said.

If the member is still uptight and not communicating too well, put your pen down, change your body language as to how you are sitting and adopt an (even more) relaxed pose yourself. Ask a very broad question for example, 'What was the most interesting case you were involved with recently?' or, back up to something said previously and ask to be told a little more about it.

Remember also to be on the look out for indicators of a problem outside the police environment. Do not hesitate to ask, politely of course, how the family is, and so on. Sensitively phrased follow up questions might reveal a previously undisclosed worry or anxiety the member has. This would not be a suitable point at which to resume note-taking. Note taking should be kept only for performance related areas of the discussion.

You can also try to find out a member's interests, hobbies accomplishments off the job. But remember, this is 'private property' and if the member is not keen to discuss these areas then move on smoothly to something else.

If a member does suddenly reveal something startling, do not overreact but maintain an interested attitude which will encourage the member to tell you about it. Frowning, glaring or changing sitting position (from relaxed to bolt upright) does not enhance the atmosphere for continued communication. These are only little points but they can add up to make the difference between a failure or a successful interview.

In discussing the performance, start with the good points first and then work through to the development areas. The object of the exercise is to help the member maintain existing high levels of performance or improve where needed. It is not the intention to rip someone to pieces. Problem areas must be brought out and discussed but in a constructive sense. As mentioned previously, negative comments on the Performance Record sheet will have already been discussed with the member so it is not something previously unheard of. Even then the objective is still to build and improve. For problem cases of a persistent or recurring nature, stronger treatment might be necessary. Extreme cases which do not respond to treatment will have been referred to management anyway who will no doubt be working with you and the member on the problem prior to wherever more stringent measures being taken.

In somewhat of a reverse situation the high performer, high output member can also pose a problem for the supervisor if the self-generated police work is starting to become too specialized. For example, the member is assigned to Patrol - General Duties, but is fast becoming a one man Drug Squad or Traffic Squad at the expense of submitting short reports or not being available for other calls. Great care has to be taken not to turn this member off. But if it is required, then the problem will have to be discussed with the view to having the member direct his or her energies in a more balanced way.

There is another type of member who does odd, baffling things. Nothing illegal or contrary to discipline but, nonetheless, odd. For example, C.P.I.C.-ing a complainant at his house while taking a report from him regarding an assault; seeing a crate of empty beer bottles on the road and tagging them as Found Property. All highly industrious methodical work but a little unusual to say the least.

Although he or she could give the supervisor a problem (in handling), this sort of employee has to be rated as a well motivated employee nonetheless.

A well motivated member is one who repeatedly follows a course of action because it is believed good will result from it or harm will be prevented by it. T.E. Moore expounds this principle in Principia Ethica, Article #107.

The member means well by doing it, although the action is misdirected. Very often this stems from a lack of sensitivity or lack of thought to see alternatives. Run over some past examples or 'classics' committed by the member from either angle (sensitivity or identifying alternatives). Get him or her to rethink the incident, and identify where sensitivities could have been hurt (C.P.I.C.-ing a victim in his home) or other acceptable measures taken or allowed to take place. With the beer bottles, if not hazardous, they could be left for kids to cash in, or junked. Try to get the member to see it first. Then review the thinking process required to avoid little incidents of this nature which can accumulate and damage a member's professional reputation.

#### In Summary

- \* Prepare thoroughly, plan questions.
- \* Help the member define and plan personal, job related goals objectives.
- \* Be friendly.
- \* Be courteous.
- \* Be flexible where appropriate.
- \* Be honest.

To quote Wells A. Macoy, author of "Employees Appraisal":

"Employee development is, in the last analysis, self development. Over the long haul, a man writes his own ticket for advancement; he just needs some guidance along the way. And nothing is of greater usefulness in helping a promising worker to progress or in bringing a less satisfactory worker up to par than a genuine meeting of the minds with the boss about where his specific strengths and weaknesses lie."

CROWN COUNSEL REPORTS

This guideline was developed by Jan Prowse who, at that time, was a senior member of Crown Counsel in the Vancouver office.

The guidelines were made after the examination of many reports in which errors were noted and after consultation with other members of the Vancouver Crown Counsel Office.

Introduction

These check lists were based on mistakes that have been made on Reports. They are not mistakes made on every Report. Therefore, there is going to be some material included in the check lists which you may find unnecessary from your own personal point of view.

It is anticipated that these check lists will be constantly up-dated and revised.

Generally speaking, on the Police Reports, it is much easier for the prosecutor if you use the name of a witness and the suspect, rather than referring to them as "witness no. 1" or "suspect no. 1, 2 or 3", etc. This is especially true since the institution of the new Reports where it is very easy to confuse who is suspect no. 1, 2 and 3.

In addition, if at all possible, it is very useful if you can include the next-of-kin regarding a witness. As you know, in many instances trials are delayed and witnesses move away. If there is a next-of-kin, chances are that the Crown can contact the witness through the next-of-kin. For example, in an obtaining goods by false pretence case, often tellers move, change jobs, get married so their names change, etc., but if there is a next-of-kin, a mother or father, etc., the Crown can be told almost immediately where this witness is.

Lastly, in follow-up and/or miscellaneous and supplementary Reports, please include somewhere in the Report (preferably at the top of the Report) the name of the suspect and the charge. To find a Crown Counsel Report in the prosecutor's office, we need to know the name of the suspect.

As you know now, the follow-up and miscellaneous Reports simply require the name of the complainant. A direct result of this, is that on many occasions the follow-up and supplementary Report is not matched up to the main Report.

It is our hope that these check lists will be of some assistance to you.

If you have any questions at all, please do not hesitate to contact a member of Crown Counsel in your local area.

I N D E X

I. CHARGES

1. B & E and Commit Theft
2. B & E with Intent
3. Credit Cards - Dealing, Use and Possession
4. Dealing in a Forgery
5. Forgery
6. Hit and Run
7. Impaired
8. Mischief
9. Obtaining Goods by False Pretences and Obtaining Money by False Pretences
10. Possession of Stolen Property
11. Rape
12. Theft
13. Wilful Damage

II. EVIDENCE GENERALLY

CHARGES

1. BREAKING AND ENTERING AND THEFT

Report should include the following:

- A. Re: the B & E
  - a/ When and how the premises were secured prior to the B & E.
  - b/ Name of the person who secured the premises prior to the B & E.
  - c/ What time was the B & E discovered?
  - d/ Name of the person who discovered the B & E.
  - e/ Method of entry used for the B & E.
  - f/ Amount of damage done as a result of the B & E and the name of the owner of the premises. (This is important to know, otherwise Crown cannot get compensation for damages done)
- B. Re: Goods Taken
  - a/ What goods, if any, were taken?
  - b/ Name of the person who can identify the goods and who can testify that the goods were taken.
  - c/ How can this person identify the goods? If it is through documents, please get copies.
  - d/ Total value of the goods stolen.
  - e/ What, if any, of the goods were recovered?
  - f/ By whom were the goods recovered and what was done with them? That is, were they returned to the owner; put in property office?

2. BREAKING AND ENTERING WITH INTENT

Report should include the following:

- a/ When and how the premises were secured prior to the B & E.
- b/ Name of the person who secured the premise prior to the B & E.
- c/ What time was the B & E discovered?
- d/ Name of the person who discovered the B. & E.

- e/ Method of entry used for the B & E.
- f/ Amount of damage done as a result of the B & E and the name of the owner of the premises. (This is important to know - otherwise Crown cannot get compensation for damage done.)
- g/ If found in premises - by whom found and where in the premises found? (For example, hiding behind a door.)

3. USE, DEALING, POSSESSION OF CREDIT CARDS

A. Generally, Report should include:

- a/ description of the credit card, including
  - kind
  - number
  - name on the credit card (for example, A. Jones or Anthony Jones)
- b/ circumstances surrounding the loss of the credit card
  - lost or stolen
  - when
  - where
- c/ name and address of the owner of the card
- d/ when was the loss or theft reported to the authorities
- e/ circumstances surrounding the recovery of card - include
  - for possession:
    - If recovered from a place (e.g. accused's apartment)
      - when recovered
      - where recovered
      - how you know this apartment belongs to the accused, that is, statement, name on door, etc.
      - name and address of landlord
      - whether accused present when card found
      - whether accused gave explanation at the time that it was recovered. (include even if it is a self-serving statement)

If recovered from the accused:

- when
- where
- name and address of person who recovered
- any conversation that took place with the accused at the time

for use or dealing:

- when used
- where used
- how used (That is, did the accused present and sign receipt?)
- can the clerk, waitress, etc. identify the accused as the person who dealt with or use or was present when card dealt dealt with or used?
- what purchased?
- value
- receipts - name of the person who seized
  - not seized
  - name of person who has custody of the receipts

B. Documentation:

Report should include:

- a/ copy of credit card receipts
- b/ copy of credit card

4. DEALING IN FORGERY

A. Forgery Itself:

- description of the document
- what is the forgery?
- how to prove forgery: for example,
  - If witness saying, not my handwriting:
    - name and address of witness

- If through expert evidence, e.g. hand-writing expert:
  - name and address of expert
  - name and address of person who can attest to the known sample
- evidence that accused forged
  - statement - If so,
    - who present
    - what said
    - all surrounding circumstances
  - eyewitnesses
    - circumstances surrounding
    - name and address
- how forged document recovered
  - If recovered from a place (e.g. accused's apartment):
    - when recovered
    - where recovered
    - how you know this apartment belongs to the accused, that is, statement, name on door, etc.
    - name and address of landlord
    - whether accused present when document found
    - whether accused gave explanation at the time that it was recovered (Include even if it is a self-serving statement.)
  - If recovered from the accused:
    - when
    - where
    - name and address of person who recovered
    - any conversation that took place with the accused at the time

If recovered from the accused:

- when
- where
- name and address of person who recovered
- any conversation that took place with the accused at the time

for use or dealing:

- when used
- where used
- how used (That is, did the accused present and sign receipt?)
- can the clerk, waitress, etc. identify the accused as the person who dealt with or use or was present when card dealt with or used?
- what purchased?
- value
- receipts - name of the person who seized
  - not seized
  - name of person who has custody of the receipts

B. Documentation:

Report should include:

- a/ copy of credit card receipts
- b/ copy of credit card

4. DEALING IN FORGERY

A. Forgery Itself:

- description of the document
- what is the forgery?
- how to prove forgery: for example,
  - If witness saying, not my handwriting:
    - name and address of witness

- If through expert evidence, e.g. hand-writing expert:
    - name and address of expert
    - name and address of person who can attest to the known sample
  - evidence that accused forged
    - statement - If so,
      - who present
      - what said
      - all surrounding circumstances
    - eyewitnesse
      - circumstances surrounding
      - name and address
  - how forged document recovered
- If recovered from a place (e.g. accused's apartment):
- when recovered
  - where recovered
  - how you know this apartment belongs to the accused, that is, statement, name on door, etc.
  - name and address of landlord
  - whether accused present when document found
  - whether accused gave explanation at the time that it was recovered (Include even if it is a self-serving statement.)

If recovered from the accused:

- when
- where
- name and address of person who recovered
- any conversation that took place with the accused at the time

B. Dealing:

- when
- where
- identification
  - Can the accused be identified by the person/ persons who dealt with the accused when accused was dealing with the forged document? If this witness/witnesses cannot identify, this fact should be clear from the report.
- how document acted upon
  - name and address of the person/persons who dealt with the accused when the accused was dealing with the document
  - what was the result of the dealing - did the accused gain any benefit?

C. Documents:

- copy of the forged document or documents

5. FORGERY

A. Generally:

- description of the document
- what is the forgery?
- how to prove forgery: For example,
  - If witness saying, not my handwriting:
    - name and address of witness
  - If through expert evidence, e.g. hand-writing expert:
    - name and address of expert
    - name and address of person who can attest to the known sample
- evidence that accused forged
  - statement - If so,
    - who present
    - what said
    - all surrounding circumstances

- eyewitnesses
  - circumstances surrounding
  - name and address
- how forged document recovered
  - If recovered from a place (e.g. accused's apartment):
    - when recovered
    - where recovered
    - how you know this apartment belongs to the accused, that is, statement, name on door, etc.
    - name and address of landlord
    - whether accused present when document found
    - whether accused gave explanation at the time that it was recovered. (Include even if it is a self-serving statement.)

If recovered from the accused:

- when
- where
- name and address of person who recovered
- any conversation that took place with the accused at the time

B. Documentation:

- copy of the forged document or documents

6. HIT AND RUN - S. 233(2)

A. Accident Itself:

- time and date
- where
- description of vehicles involved



- description of accident, that is
  - pedestrian hit
  - another moving vehicle hit
  - parked car hit
- name and address of
  - pedestrian struck, or
  - driver of vehicle hit, or
  - owner of parked vehicle hit

B. Evidence of Accused as Driver of the Car;

That is,

- was the accused seen driving the car at the time of the accident? (Name and address of this person.)

and/or

- was the accused seen just after the accident seated behind the wheel of the car? (Name and address of this person.)

and/or

- was the accused seen just before the accident seated behind the wheel of the car? (Name and address of this person.)

and/or

- did the accused admit that he drove the car? If so,
  - who present for conversation
  - as close to verbatim as possible, what was said
  - accused's state of sobriety at the time of conversation

and/or

- if through paint samples seized from the struck vehicle and matched to the accused's vehicle
  - name and address of person who took sample from struck vehicle

- name and address of person who took sample from accused's vehicle
    - include circumstances under which seized sample
    - how ascertained that vehicle belonged to accused
  - name and address of expert
  - copy of expert's report
- and/or
- name and address of witness who noted accused's licence number. Please indicate:
    - if witness wrote licence number down
- or
- if the witness dictated the licence number to someone else and that someone else wrote licence number down. (If so, also include name and address of person to whom licence number dictated)
  - name and address of person who has possession of paper with licence number on it

C. Damage and Injuries: (This is very relevant with respect to the period of time that accused's licence is suspended upon conviction.)

- amount of damage done to each car
- extent of the injuries suffered by persons as a result of the accident

7. IMPAIRED, .08 AND REFUSING

A. Generally:

- date and time
- place

B. Reasonable and Probable Grounds for Demand:

- a/ accused - "driver" or in "care and control"

Evidence of accused as driver:

That is,

- was the accused seen driving the car at the time of the accident? (Name and address of this person)

and/or

- was the accused seen just after the accident seated behind the wheel of the car? (Name and address of this person)

and/or

- was the accused seen just before the accident seated behind the wheel of the car? (Name and address of this person)

and/or

- did the accused admit that he drove the car? If so,
  - who present for conversation
  - as close to verbatim as possible, what was said
  - accused's state of sobriety at the time of conversation

Comment If at all possible, please ask the accused:

- i/ when he had his last drink
- ii/ quantity of last drink

or

Evidence of accused as being in care and control

- was accused seen seated behind the wheel of the car? If so,
  - was the car engine running
  - were the lights on
  - was the engine warm, or

b/ manner of driving

- description of how accused seen to operate car. For example, speed, etc.
- period of time observed
- distance seen driving
- names and addresses of witnesses who observed driving
- Surrounding circumstances. For example, was the traffic heavy, many pedestrians around, etc.

c/ physical condition of the accused

- be specific - "usual signs of impairment" - not good enough

d/ physical tests

- what asked to perform
- how did accused perform them
- police officer who asked accused to do tests

C. BTA and Refusal

- time of demand
- name of P.C. making demand
- place of demand
- time of BTA tests
- place of BTA tests
- name of technician
- number of test administered. If more than 3, explain why.
- results of BTA tests
- if delay in administering tests, why?
- time of refusal
- place of refusal
- as close to verbatim as possible, what did the accused say in making the refusal

- to whom did the accused refuse. If this person different from the P.C. who gave demand at scene
- did the person to whom accused refused give BTA demand
- when
- where
- grounds for making the demand

D. Certificates

- were the certificates served
- by whom were the certificates served
- when were the certificates served
- where were the certificates served
- can the person who served the certificates identify the accused
- did the person serving the certificates compare the original with the copies
- who made the copies
- who has possession of the originals

8. MISCHIEF

A. Generally:

- time and date of offence
- place of offence
- evidence identification of the accused as the person who committed the act
- property involved

B. Damages:

- amount of damage done
- name and address of the owner of the property
- who can testify as to the amount of damage done

9. OBTAINING GOODS/MONEY BY A FALSE PRETENCE

A. Presentation of the Cheque, etc.

- when
- where
- nature of false pretence - cheque, etc.
- name and address of person to whom cheque, etc., presented  
(Please clarify whether which witness can or cannot identify the accused)
- circumstances surrounding the presentation of cheque, etc. That is,
  - was the accused seen signing the cheque, etc.
  - if so, name and address of person who saw signing, if different from person to whom cheque, etc., presented

B. State of Account

- specify whether "account closed" or "insufficient funds" situation
- name and address of the "accountant" or "manager" of the bank on which cheque drawn

C. Documentation

- what happened to the cheque
- name and address of person who seized it
- attach copy of cheque with report

10. POSSESSION OF STOLEN PROPERTY

A. Generally

- name and address of owner of goods
- when theft occurred
- circumstances of theft - B & E
- value of goods

- specify if goods recovered or not. If so,
  - name and address of person who recovered goods
  - what happened to goods - property office or returned to owner
  - circumstances under which goods recovered

B. Possession of the Accused

If recovered from a place (e.g.) accused's apartment)

- when recovered
- where recovered
- how you know this apartment belongs to the accused, that is, statement, name on door, etc.
- name and address of landlord
- whether accused present when goods found
- whether accused gave explanation at the time goods were recovered. (Include even if it is a self-serving statement)

If recovered from the accused

- when
- where
- name and address of person who recovered
- any conversation that took place with the accused at the time

C. Proof of Ownership of Goods (include how the goods can be identified)

- serial numbers
  - That is, that the owner wrote down the serial numbers himself, or checked the serial numbers the invoice, etc., with the serial numbers on the goods prior to the theft
- identifying characteristics
  - scratch marks, name written on, etc.
  - uniqueness of the item

D. Explanation of Accused

That is,

- a/ If one given - the circumstances under which it was given and the exact words used by the accused.
- b/ If one not given - the circumstances surrounding. That is, if one asked for and never given or if one never asked for.

E. Documentation

- copies of any documents seized during the investigation, e.g. invoices from owners, pawn tickets (if goods located in pawn-shop)
- name and address of person who seized documents
- name and address of person from whom documentation is seized if not accused or someone already mentioned in report
- circumstances under which seized

11. RAPE

A. Recent Complaint

- as close to verbatim as possible - what was said to the victim before she made her recent complaint
- name and address of person to whom victim made recent complaint
- as close to verbatim as possible, what did the victim say in recent complaint
- where
- when

B. Investigation of Rape

- name and address of all persons who had any conversation and/or dealings prior to attendance of police

- exhibits - include
  - what seized, e.g. clothing
  - name and address of person who seized
  - when
  - from where
  - circumstances of seizure
  - what done with - if given to the analyst - which analyst and results of analysis
  - from whom seized, e.g. the victim, the victim's mother, the accused, etc.
- medical evidence
  - name and address of doctor who examined the victim
  - name of the hospital
  - when seen by doctor

12. THEFT

A. Generally

- when stolen
- where stolen from
- description of goods taken
- value of goods taken
- where goods recovered. If so,
  - name and address of person who recovered goods
  - what happened to goods - property office or returned to owner
  - circumstances under which goods recovered
- name and address of the owner

B. Proof of Ownership (Include how the goods can be identified)

- serial numbers
  - That is, that the owner wrote down the serial numbers himself or checked the serial numbers on the invoice, etc. with the serial numbers on the goods prior to the theft

- identifying characteristics
  - scratch marks, name written on, etc.
  - uniqueness of the item

C. Evidence Linking Accused to Theft

- If the doctrine of recent possession
- If recovered from a place (e.g. accused's apartment)
  - when recovered
  - where recovered
  - how you know this apartment belongs to the accused, that is, statement, name on door, etc.
  - name and address of landlord
  - whether accused present when goods found
  - whether accused gave explanation at the time goods were recovered (Include even if it is a self-serving statement)
- If recovered from the accused
  - when
  - where
  - name and address of person who recovered
  - any conversation that took place with the accused at the time
- If eyewitness
  - name and address of the eyewitness
  - circumstances under which saw the accused
- If results of conversation with the accused:
  - where did conversation take place
  - when did it take place
  - who was present
  - names of any police officers or other persons in authority who had dealings with accused just before the conversation

- as close to verbatim as possible, what was said by all parties during the conversation

SEE: Evidence Generally - Conversation

D. Explanation of Accused

That is,

- a/ If one given - the circumstances under which it was given and the exact words used by the accused.
- b/ If one not given - the circumstances surrounding. That is, if one asked for and never given or if one never asked for.

E. Documentation

- Copies of any documents seized during the investigation, e.g. invoices from owners, pawn tickets (if goods located in pawn-shop)
- name and address of person who seized documents
- name and address of person from whom documentation is seized if not accused or someone already mentioned in report
- circumstances under which seized

13. WILFUL DAMAGE

A. Generally

- time and date of offence
- place of offence
- evidence identification of the accused as the person who committed the act
- property involved

B. Damages

- amount of damage done
- name and address of the owner of the property
- who can testify as to the amount of damage done

II. EVIDENCE GENERALLY

1. Statements

From a legal point of view, this evidence is very important.

- a) all statements of the accused should be mentioned in the report. This holds whether the statement self-serving, a straight denial, whatever.
- b) an 'as close to verbatim' account of each statement given. This includes any general conversation, etc. Include the general conversation.
- c) names of all persons present 'during' the conversation, including social workers, law students, probation officers, etc.
- d) names of all persons 'in authority' who had dealings with the accused 'just before' the conversation, including store security, etc.
- e) where statements given
- f) when statements given
- g) length of time accused in custody prior to giving statement. If more than 4 hours, the reason for the delay in talking to the accused.
- h) whether accused warned prior to making statement. If so, by whom.

Appendix 2

Police Constable Position  
Essential Skills and Abilities\*

1. Practical Intelligence

Ability to quickly analyze the key elements of a situation or problem, to identify and evaluate possible courses of action and to reach logical conclusions; judgment or common sense.

2. Integrity

Ability to demonstrate adherence to the values of honesty and trustworthiness. A capability to resist temptations of an unethical or illegal nature.

3. Problem Confrontation

Ability to assert oneself and deal with a potentially unpleasant or dangerous situation.

4. Stress Tolerance

Ability to maintain composure and performance while under stress. A frequent source of stress is verbal abuse from the public.

5. Ability to Learn

Ability to assimilate and apply new information.

6. Initiative

Ability to actively influence events rather than passively accepting; self-starting. Originates actions rather than just responding to events.

7. Job Knowledge

Extent of information possessed of the laws, regulations, policies, methods, procedures and techniques that have an impact on the Police Constable position.

8. Decisiveness

Readiness to make decisions, to render judgments, to take action or commit oneself.

\*

Turner, T. and K. Higgins. Police Constable Job Analysis, B.C. Police Commission, 1977.

9. Flexibility

Ability to modify behavioral style, to adjust to changing social values and to adapt to changing work responsibilities and methods.

10. Fact Finding/Observational Skills

Ability to identify, gather and recall relevant facts and details about an incident, situation or problem.

11. Oral Communication Skills

Ability to express and listen to ideas, feelings, questions and facts in both individual and group situations.

12. Interpersonal Tolerance

Ability to maintain composure and performance while interacting with individuals of different backgrounds, personalities, attitudes, opinions and values.

13. Interpersonal Sensitivity

Ability to react sensitively, to be empathetic, compassionate and sincere and to communicate tactfully.

14. Written Communication Skills

Ability to express ideas, feelings and facts in writing in good grammatical form.

15. Adherence to Authority

Willingness to comply with legal departmental regulations, policies and orders.

16. Personal Impact

Ability to project a good first impression, to command attention and respect, to show an air of confidence and to achieve personal recognition. The factors contributing to impact are appearance, grooming, demeanor and speech.

Appendix 3



Police Department

M e m o

To: Member

From: Supervisor

Subject: Appraisal Interview Notification.

Your performance appraisal interview is due in the near future. Please contact the undersigned to arrange a suitable time and date.

Prior to coming to the discussion, please give some thought to what has happened to you in policing during the past year, and what you intend for the future in terms of your career. The topics for discussion will include: your demonstrated past performance and how that has been appraised, your future development, and any suggestions you may have for improving the work environment.

If you wish, make notes on these, or any other points, before coming to the meeting. They will be for your use only and to be kept by you afterwards.

Please get in touch with me as soon as possible to get things set up.

Signature

Appendix 4



APPRAISAL INTERVIEW

Member's Name:

Date:

Make brief notations only. If necessary submit a narrative attachment.

3) Future Action agreed to by member (include any areas of disagreement not resolved).

4) Follow-up Action by department. List control dates.

5) Training - Insert course titles. Please print.

Completed (past 12 months)

Recommended

Requested by member

6) Career Development (Indicate work areas of expressed interest - PLEASE PRINT THE JOB TITLE)

7) Non-Departmental Activity (Education - Community - Recreation - Family)

8) Print Names of supervisors involved in the appraisal.

9) Signature of Member Signature of Interviewing Supervisor

Signature of Officer (i/c Member)

Name:

Appraisal Period:

Category 1: DRESS & APPEARANCE - To be considered: (a) Appearance in Uniform, (b) Appearance in Plainclothes, (c) Condition and Correctness of Equipment, (d) Personal Grooming, (e) Posture, (f) Notebook, (g) Punctuality.

Table with 4 columns: Date, Item, Comment, P.I.N. for Category 1.

Category 2: INTERPERSONAL RELATIONS - The ability to perceive the impact of his/her actions on others; to tolerate different attitudes, opinions, and backgrounds; to make a positive contribution to the image of the police service. To be considered, how constructively the member deals with: (a) Telephone Inquiries, (b) Witnesses, (c) Complainants, (d) Juveniles, (e) Suspects, (f) Traffic Violators, (g) Minorities and Ethnic Groups, (h) Co-workers, (i) Supervisors.

Table with 4 columns: Date, Item, Comment, P.I.N. for Category 2.

Category 3: WORK CONSISTENCY - The ability to maintain a suitable level and variation of work each day regardless of the hours worked. To be considered: (a) Answering Calls, (b) Time Spent on Calls, (c) Property Checks, (e) Vehicles Checked, (f) Traffic Enforcement.

Table with 4 columns: Date, Item, Comment, P.I.N. for Category 3.







**END**