



**If you fail to prepare,
be prepared to fail.**

Know Yourself

Critique Yourself

Prepare Yourself



**Police Essential Competency
Interview Preparation**

www.behaviouralconcepts.com





Are you ready to invest in your policing career?

If you answer NO to more than 2 of these questions, we would recommend interview coaching, so that you do not waste your opportunity!

1. *Have you interviewed for a Police Service? YES NO*
2. *Have you ever failed a police interview? YES NO*
3. *Have you ever taken part in a mock interview? YES NO*
4. *Should you prepare for your Essential Competency Interview? YES NO*
5. *Do you know the Essential Competencies that are important for Police Services in Ontario? YES NO*
6. *Do you know how to formulate answers to behavioural questions? YES NO*
7. *Do you have your best "stories" written, practiced and memorized? YES NO*
8. *Did you know 70% of all applicants fail this interview the first time? YES NO*
9. *Do you know what the competencies truly mean? YES NO*
10. *Do you understand how the competencies relate to behaviour? YES NO*

Increase your confidence with knowledge, practice and feedback from interview strategists who have recently experienced the Police Essential Competency Interview.

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Reviews:

Jennifer G.

I was the only female in your Police Essential Competency/Blended Interview Workshop at Durham College on May 24, 2009. I had my interview two days later with Toronto Police Service. Thank you for all your help in preparation for that interview. Wanting to let you know that I was successful and have moved forward in the process. Your seminar was so useful for helping me focus on important questions and answers which were asked at the interview; it helped me get the nerves out by practicing with my peers in the class; and it gave me confidence because I felt I was doing something specific in preparing for this extremely important interview. I can't thank you and your wife enough.

Sincerely, Jennifer

Brent G.

Good evening, I have thought of writing this to you guys for a while and just haven't sat down with the work load I have gained to do so. I came to see you guys this summer in preparation for an ECI interview with the Hamilton Police Service and with good news was hired Jan 2, 2008 officially, Dec 15, 2007 I received the call indicating that I had been chosen. Once again I thank you very much for the knowledge and confidence I gained from attending both of your courses, the class at the college and the one on one. I owe you guys a lot, thank you very much. You helped me gain the career I wanted and I would like to do whatever I can to help your company. Thanks again!!!, best wishes.

Serge Y.

Behavioural Concepts, I had my OPP interview yesterday. I just wanted to thank you for preparing me for my interview. The service you offer is priceless. The time you took after our meeting to review my questions was extremely helpful. I will recommend your service to anyone in the interview process!

Glenn N.

Behavioural Concepts has helped me understand the competencies that are tested for the ECI. I have found out that just because I knew what the competencies were, I didn't know what they in fact meant. The 1-on-1 Mock Interview helped me understand what the competencies actually are. The Mock interview also helped me take my life experiences and relate them to the essential competency questions. My answers were always right in front of me, it was just learning how to see them and apply them.

Ian L.

The ease of reading material provided and accessing good information allowed me gain a better understanding of the competencies. The way the package is broken down in specifics makes the building of behavioural examples easier to process and understand. I originally thought that the answers to the interview question during the ECI needed more elaborate responses. However Behavioural Concepts has helped me realize concise and specific answers are more important and valuable. I now have a greater understanding of what the police recruiters are looking for in an answer and I now know how to better organize my ideas to get my points across.

Mark M.

Its not the individual questions that are hard, its understanding what the competencies mean that truly matters. If you don't understand the police services meaning of the competency you will fail this interview. Behavioural Concepts has been able to get me to understand in an effective yet patient manour.

Ann M.

The failure rate for this interview is extremely high, take advantage of Behavioural Concepts' experience, they are always in the process so they understand the pitfalls. I am glad I found out about this company through a friend and now we are both off to Police College September 2008.

Lauren H.

Articulation is everything, they'll teach you how to do it.

Joseph P.

What I have taken from my experience with Behavioural Concepts is the basic components of writing and telling of a simple story from start to finish. The examples may vary, but the plan is structured and the same.

Ray E.

Before my 1-on-1 session with Behavioural Concepts, I was struggling with my police tests. However, having met Mark he gave me the confidence that I needed to retry. Furthermore he gave me a proper way to approach/tackle the issues at hand. My session with you was priceless in terms of understanding the problems.

Allan F.

Behavioural Concepts has shown me how to respond to various situations by placing myself inside that scenario. Using logical thinking and showing empathy to calm a situation down is very important. By using a structured approach I became more confident preparing for the BPAD.

David M.

Behavioural Concepts' ability to critique my ECI answers was an invaluable tool to help me better articulate myself for my upcoming interview with York. They made me understand things I had overlooked before.





The **Police Essential Competency/Blended Interview** is a new and more effective style of interviewing. This interview is behavioural in nature. This technique is based on the premise that the past is the best predictor of the future. It is used by today's police recruiters to evaluate a candidate's experiences and behaviours in order to determine their potential for success.

The recruitment sections of police services in Ontario have identified desired skills and competencies that applicants must exhibit in order to become a police officer. Structured open-ended questions and statements are then used to elicit detailed responses from the applicant during the Essential Competency Interview. A rating system is developed and selected criteria are evaluated. As a candidate, you should be prepared to answer the questions and statements thoroughly. It is important to remember behavioural interviews are all about you!

The essential competencies that today's police services seek are within all of us we just have to recognize them! This method of interviewing addresses things that you have done in the past by drawing on examples from your education, workplaces, social interaction and community interests and general life experience. The interview will also include discussion on the extent to which your professional interests and aspirations align with policing.

[Behavioural Concepts](#) will show you how to tell your story.

[Preparation](#) is the key to achieving your career of becoming a Police Officer.

If you fail to prepare be prepared to fail.



Disclaimer

The Products and services offered by Behavioural Concepts are informational in nature. Behavioural Concepts makes no promise of success during any job interview, especially the Essential Competency Interview or Local Focus Interview.

Behavioural Concepts accepts no liability for failure or loss of self-confidence if the user is not successful during any interview process. We are an educational product and services company whose goal is to enable the subscriber/candidate to grow through self awareness, knowledge, practice and preparation.

This product should not be copied unless consent has been gained from the owners and or operators of Behavioural Concepts

Persons reproducing this product will be prosecuted.



Police Essential Competency Interview Preparation

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Our interview strategists are trained facilitators with over 25 years of combined experience in social services , law and security, corrections and policing. Personal knowledge and recent success during the behavioural interview process will be used to aid others in reaching their career goals. Behavioural interviews are used in all emergency service fields including police recruitment, government job opportunities and business oriented hiring to ensure the most capable and competent candidate gets hired.

Behavioural Concepts is an educational products and services company whose expertise is in behavioural interviewing and relationship awareness. We specialize in preparing individuals for the police essential competency interview.

Behavioural Concepts' mission is to create an environment for the employment candidate to understand how they are perceived in the police recruitment process and to use the information gained to grow personally and then succeed during the Essential Competency Interview.

At Behavioural Concepts we build careers in policing, one success story at a time.

Table of Contents

Constable Selection Process

- **Police application**
- **Cover letter**
- **Thank you letter**
- **Non-verbal Communication**

Local Focus Interview

- **Questions asked by police services**
- **Sources of Organizational Information**

Perception of Self

- **Interviewers Perception**
- **During the Interview**
- **Closing the Interview**

Behavioural Interviewing

- **What is it?**
- **Who is using it?**
- **Why is it being used?**

The STAR METHOD

- **The STAR METHOD defined**
- **Behavioural Examples**

Core Competencies

- **Essential Competencies**
- **Questions for the 5 (five) Core Competencies**
- **Developmental Competencies**
- **Probing Questions**
- **Complete Answers**

Interviewers Evaluation

Behavioural Concepts Products and Services

Police Links

CONSTABLE SELECTION PROCESS

Process Flow - Basic Overview

MINIMUM REQUIREMENTS

Applicant Testing Services www.applicanttesting.com

Valid OACP

Certificate

Resume & Confirmation

of OACP Certificate

Pre-Screening

Pre-Background Questionnaire (PBQ)

If not successful Letter – Declined. No further action

Local Focus Interview (LFI)

If not successful Letter – Declined. No further action

Essential Competency Interview (ECI)

If not successful Declined or Letter ---End of Process

Background Check/Investigation

If not successful Letter – Declined. No further action

Psychological Testing & Assessment

If not successful Letter – Declined. No further action

Medical Assessment Including Drug Testing

If not successful Letter – Declined. No further action

FINAL REVIEW

If not successful Letter – Declined. No further action

Police Application

After successfully acquiring your Certificate of Results for completing all phases of the pre-interview assessment phase of the process, it is possible to apply to the police service of choice in the province of Ontario.

At this phase of the process, approximately 60% of the people who began the process have been eliminated. Therefore as you go forward it is important to focus on becoming the best and most prepared candidate.

At this point in the process you have *not* been guaranteed an interview.

It will be determined by the specific police service, and its organizational needs and standards. Things such as diversity, educational background, life experience and volunteer experience are just a few of the factors involved.

Prepared candidates get interviews.

Complete application packages get great results.

The following list of documents should be included with your application package. Failure to include any of the required documents will delay the processing of your application. This checklist should be submitted with your application package as well.

The reason why these documents should be included and submitted is because they add credibility and also a perceived level of preparedness which is particularly important when trying to create a good first impression.

Not only will you be able to tell them regarding your past you can actually have the documentation to back up every statement you make. Don't tell me show me. This interview process is unique for that specific reason no more can your imagination get you hired, it's your life experience that proves your suitability.

Police Application

Checklist of Application Documents

- Police Constable/Cadet Applicant Registration Form
- Selection System Consent and Release of Liability Form
- Police Constable Selection Form – Confidential Candidate Personal History Form
- Up to date Resume include complete employment history
- Specific Cover Letter, including day and night contact numbers
- Copy of O.A.C.P. certificate (C.O.R) and any updated test results
- Completed Confidential Applicant Survey
- Copy of 4 years of High school, University and/or College Transcripts and proof of successful completion
- Copy of Birth Certificate
- Copy of Driver's License
- Ministry of Transportation **Restricted** Lifetime Driver Abstract
- Volunteering Experience
- Letters of Reference (quality of references must be high)
- Credit History – Equifax Canada or Trans Union Credit Report
- Copy of valid CPR/First Aid certificate
- Up to date Immunization Records

Things to Consider:

1. Your application is a chance to make a great first impression.
2. Completion of this checklist shows great organizational awareness and attention to detail.
3. Credibility should be built into your application package.
4. Your application package is a snapshot of your life experience.

The mandatory list of documents may change depending on specific necessities of the particular police service and jurisdiction. The checklist will provide the employer with a comprehensive overview of all aspects of the candidates' application.

Cover Letter

The cover letter is a crucial interview obtaining tool but unfortunately it is often overlooked. Each phase of the recruitment process should be viewed as an opportunity to provide the prospective employer with a great first awareness. This letter is solely to generate interest in your skills ability and your experiences. Well prepared and properly articulated cover letters can substantially improve your ability to compete for specific jobs. This positive and interest generating letter creates a first impression then leads to the all important resume.

Things to consider about the cover letter:

1. Addressed to a named individual and NOT "sir" or "madam". . . and whenever possible, a person who is in a position to make a hiring decision.
2. Number of pages, one is enough.
3. Inclusive of pertinent personal data; name, address, postal code, e-mail, and personal telephone and cell phone number.
4. State why you are applying for the specific position.
5. Project to the employer the contribution you can make.
6. Tailored to the reader as far as is practical, to show that you have done your homework.
7. Demonstrate energy and enthusiasm for the position.
8. Tied specifically to the target police service.
9. Includes references to some of your personality or behavioral traits that are crucial to success in your field.
10. Actively selling your unique qualities and telling the reader WHY they should hire you.
11. Targeting your skills, interests, and/or experience to the needs of the organization.
12. Do not include information that may make you seem ineffective.
13. Concise, clear, and cuts to the chase? Do you say everything you want to say in the fewest words possible?
14. Professional tone, but sound as if a real person wrote it - in other words, not too pretentious or formal. Your letter should have a conversational tone.

Cover Letter Example 1

Dear Sir/Madam,

I am very excited to apply for the position of police constable with the XYZ Regional Police. I am a mature person who has a passion for community service, and I would like to offer you a number of reasons that I would be a great asset to your police service.

I have just completed the Police Foundations program at Fisk College in Glen Hill, graduating with an average of 86%. In addition, I was recognized for my academic success by receiving the Police Services Board Award for high academic standing, community service, and the pursuit of higher education.

Knowing that one of XYZ Region's greatest qualities is the diversity of its population; I have taken steps to improve my appreciation and knowledge of cultures other than my own. My acceptance into the Aboriginal Emphasis stream of the Police Foundations program has given me a great understanding of Aboriginal culture and I have become very aware of the importance of understanding different cultures in my community.

I have also demonstrated my desire to improve my community through volunteering. In the past two years I have contributed my time to many different charitable organizations, which has allowed me to see my community in many different perspectives while improving my awareness of the daily challenges faced by others. I believe that "actions speak louder than words"

I ask that you grant me an interview so that you can gain further knowledge of my achievements and character. I believe that I possess the competencies required to be a police constable.

I thank you, very much for the time you have spent considering this request.

Respectfully,

Cover Letter Example 2

Dear Sir and Madam,

I am pleased to submit my candidacy for the position of a police constable with the **Dryden Regional Police**. As a community oriented person, currently residing in Dryden, I believe it important to give back and a position with Dryden Regional Police as a constable would serve that purpose. With my practical experience in organization management and leadership roles, I believe I have a unique set of qualifications and attributes to bring to the role. Enclosed you will find a copy of my résumé for you to review.

Throughout my management career I have demonstrated strong initiative, understanding, a team oriented attitude and excellent communication skills. I have had the opportunity to work with people from a wide range of backgrounds and circumstances, and I am successful in establishing affinity and trust, even among people who are different than me. These traits have served me well and I am confident they can be put to good use as a police constable with the Dryden Regional Police. I believe my beliefs and values are truly parallel to those of your proud service. I believe that “Deeds Speak” and I enlist those thoughts in my day-to-day life. I want to make a difference in my community. As a member of your service I would proudly ensure that our citizens feel safe and secure through excellence in policing.

I welcome the opportunity to speak with you, or meet with you in person to discuss my suitability for the indicated position. If granted a personal interview, I am available at your convenience and can be reached by calling 555-555-1111 at your convenience.

Respectfully,

Cover Letter Example 3

Dear Recruiting Manager:

I am pleased to submit my candidacy for the ***Police Constable*** opening with the ***ABC Regional Police Service***. As an interested and involved citizen of this community my long term goal has been to join the police service and fulfill my commitment to serving my community while upholding the law. With my practical experience in client relationship management and leadership roles, I believe I have a unique set of qualifications and attributes to bring to the role. Enclosed you will find a copy of my résumé for your review.

Fulfilling the pre-requisites for this opportunity, I:

- Am a Canadian Citizen who is at least 18 years of age?
- Completed the ***O.A.C.P Certificate*** on the first attempt.
- Successfully completed a 2-year college diploma in business.
- Hold an Ontario driver's license with a clean driving record.
- Possess a valid C.P.R. and First Aid Certificate - Level C.

Throughout my career I have demonstrated strong initiative, observation skills, a team oriented attitude and excellent communication skills to get the job done. I have had the opportunity to work with people from a wide range of backgrounds and circumstances, and I am successful in establishing affinity and trust, even among people who are experiencing crisis situations. These are traits that have served me well in the past and I am confident they can be put to good use in your police force as well.

Having successfully completed the applicant test for Physical Readiness, Analytical Thinking, Communications and Behaviour Assessments, I am genuinely excited about the chance to pursue my passion and life long dream of a career as a Police Officer with a particular interest in work with the canine unit. I would welcome the chance to discuss in person how my qualifications align with ABC Regional Police objectives, and to expand on the contributions I believe I can make. Thank you for your consideration.

Non-Verbal Communication

When individuals speak, they normally do not confine themselves to the mere emission of words. A great deal of meaning is conveyed by non-verbal means which always accompany oral discourse – intended or not. In other words, a spoken message is always sent on two levels simultaneously, verbal and non-verbal. Non-verbal communication is an important way to read the interviewer. By reading their body language you can generally tell if they are interested in your stories. If you notice their arms folding or slouching back in their chair you have probably lost their interest pay attention to these cues and use them to your advantage.

Albert Mehrabian's communications model:

- 7 percent verbal (words)
- 38 percent vocal (volume, pitch, rhythm, etc)
- 55 percent body movements (mostly facial expressions)

Non-verbal Communication	Interpretation
Facial Expressions	
Frown	Displeasure, unhappiness
Smile	Friendliness, happiness
Raised eyebrows	Disbelief, amazement
Narrowed eyes	Anger
Blushing	Embarrassment
Eye Contact	
Glancing	Lack of interest
Steady	Active listening, interest, seduction
Hand Arm Gestures	
Pointing finger	Authority, displeasure, lecturing
Folded arms	Not open to change, preparing to speak
Arms at side	Open to suggestions, relaxed
Hands uplifted outward	Disbelief, puzzlement, uncertainty
<u>A good first impression is a lasting impression</u>	

Body Postures	
Fidgeting, doodling	Boredom
Hands on hips	Anger, defensiveness
Shrugging shoulders	Indifference
Squared stance or shoulders	Problem-solving, concern, listening
Biting lip, shifting, jingling money	Nervousness
Sitting on edge of chair	Listening, great concern
Slouching in chair	Boredom, lack of interest
Clothing	
Business dress	Authoritative, conservative
Sloppy attire	Disrespect, lack of responsibility
Casual clothes	Relaxation
Proxemics (Physical Space)	
From physical contact to 18 inches	Intimate space
From 18 inches to 4 feet	Personal space
From 4 feet to 8 feet	Social space
From 8 feet outward	Public space
Voice Characteristics	
Speaking loudly, quickly, and with clipped enunciation	Anger
Monotone and downward inflection	Boredom
High pitch, fast rate, loud volume, and upward inflection	Joy

Local Focus Interview

Preparing for the interview stage of the Police Recruitment Process should involve a comprehensive review of important personal background information along with a detailed knowledge of the specific police service of choice and the issues the particular service values.

At the conclusion of this first module you will understand the rationale behind the anticipated questioning of the interviewers. Knowledge of this specific information is to make sure you are able to effectively articulate yourself during the initial police recruitment interview.

A review of the following questions should assist in your initial preparation for the police interview.

Q. Why do you want to become a Police Officer?

Things to consider when providing answers:

- Stability of employment
- Pension
- Community minded interested in representing my community
- Make a difference one person at a time
- Interested in protecting the public and its safety
- Interested in a meaningful career
- Opportunity for growth within a single organization
- Life-long dream, course of study
- Honorable job
- Positive role model in difficult times

The aforementioned answers offer simple reasons for wanting to become a Police Constable. The answer you offer should be truly representative of your reasons for wanting to become a police officer. Don't try and incorporate all these possible considerations into your answer. There is no answer that will "BLOW" away the interviewer. NO answer that will say WE NEED to hire YOU at this point. The answer you offer should be sincere and be articulated in a concise and warm manner. If you think you will score a HOME-RUN with this answer you are over thinking the answer to this question. Keep the answer simple.

Local Focus Interview

Q. Why this particular police service?

Things to consider when providing your answers:

- Knowledge of/and ties to the community
- Volunteer opportunities and experiences with the police service
- Belief in the mission statement of the particular police service
- Belief in the same values and goals of the particular police service

STOP, reflect and formulate your answer!

Q. Why have you applied to other police services?

*Things to consider when providing answers:

- Interviewer may be testing your loyalty to their police service
- There is no right answer just remember to consider that every service wants to be first.

Q. Tell me about your driving history.

- The best recommendation is to get your driving abstract from the Ministry of Transportation. The best way to prepare yourself is to know the exact information as the police have all the information stemming back to when you first started driving. You only have your integrity once so being able to cite your exact driving infractions honestly the first time is to your advantage. It makes you seem more credible.

Q. How is your credit rating?

- The recruiters do realize that people may have struggled with their credit. The biggest thing is that you **own your** situation and talk about how you have overcome it and what you learned from it. You can obtain your credit history from Consumer Credit Bureau agencies in your area.

Local Focus Interview -- continued

Q. Can you tell me about your drug use?

*Things to consider when providing answers:

- Interviewers are testing your integrity
- Consistency of previously disclosed information
- Be clear, concise and to the point vague answers will be challenged
- You don't want your interview solely about your drug use

Q. Have you ever drank and drove?

*Things to consider when providing answers:

- Be forthright
- Be clear, concise and to the point; vague answers will be challenged
- Disclose prior use and police involvement; they will be doing complete fact checking during the background phase of the process
- You don't want your interview to be solely about your consumption of alcohol

Q. Have you ever suffered from an addiction?

*Things to consider when providing answers:

- Be forthright
- Be clear, concise and to the point
- Disclose prior use and police involvement; they will be doing complete fact checking during the background phase of the process

Local Focus Interview -- continued

Sources of Organizational Information

These sources of information should be utilized when trying to understand the scope and size of the police service as an organization. The information gathered should be memorized for possible probing during the interview.

- **Business Plan**
- **Official Website**
- **News Headlines**
- **Mission Statements**
- **Values**
- **Vision**
- **Police Service Board members**
- **Jurisdiction and bordering police agencies**
- **Specialty Units**
- **Recruitment Information sessions**
- **Community Involvement**

References

Make sure you know the references that you are using. It doesn't hurt to ask individuals if they have a criminal record. Remember all people were young adults at some point and may have had some dealings with law enforcement. You don't want to look unprepared if they find out your reference was in contact with the law. If you are caught off guard about this the interview can then become about the other persons incident and you will then be explaining their actions which takes the focus off you.

Appearance

You want to make your first impression a lasting one. Make sure that you dress and present yourself in a professional manner. Try to just be yourself and realize that people hire people like themselves.

Perception of Self:

What is Your Perceived Self?

Perceived Self is the way in which we observe ourselves, negatively or positively. This perception is not necessarily viewed the same by others. It is very important to realize that during the interview process, overdone character traits can have dire effects on the interviewer's perception of your core behavioural abilities. The consequences of this realization can be the difference in getting the job or simply being a good candidate for hire.

Self-Perception defined:

Perception of the inner self as an immediate unreflective experience.

Perception defined:

An immediate or intuitive recognition as a moral or esthetic quality.

Perception of Others:

As a part of self-reflection it is important to ask people who know you well, how they perceive you, so you better understand what your first impression to other people is.

It is important to understand that there are two different perceptions, that of people who know you well vs. the people who don't know you. Strangers rely on observed behaviour or first impressions.

Critique of Myself:

Perceived character of the applicant often leads to problems during the interview process. If these self-perceived characteristics are overstated, these strengths often become sources of our downfall.

As they say, beauty is in the eye of the beholder, so too is the way you are perceived by others, including your Interviewer.

Your Perceived Character vs. Interviewer’s Perception

	Self Perceived Character	Overstated Character
	Flexible	Wishy Washy
	Open to Change	Inconsistent
	Sociable	Unable to stand alone
	Experimenter	Aimless
	Adaptable	Spineless
	Tolerant	Unfeeling
	Looks for Options	Distracted
	Cautious	Suspicious
	Reserved	Cold
	Methodical	Rigid
	Analytical	Anal
	Principled	Unbending
	Fair	Unfeeling

Perception of Self:

Therefore it is very important to understand that interviewers truly appreciate behaviour that they themselves value and care about. This means to recognize the interviewer’s true interests and the ability to adjust your answers are directly proportionate to the level of success you have during any interview.

During the Interview

Within the first 5 minutes of meeting the employer they know if you would be a good fit or not just by your first impression. This is why it is important to know how others perceive you. Remember that your interview starts before you get there. They are looking to see if you are on time. They are also checking out everything about you from your handshake to whether you walk in front of them or behind them, or if you are observant of the surroundings.

When your interview is behavioural in nature, you should expect a structured interview with set questions, as opposed to a more conversational style. The interviewer is probably evaluating you against a profile of desired behaviours considered necessary for success. Often you will receive follow-up questions that probe for more details and attempt to evaluate the consistency of your answers. Many of the questions will have multiple parts, and the interviewer will generally take notes during your answers.

During the behavioural interview it is important to use real life examples and experiences. Your integrity during this interview is also being measured through consistency and the ability of the interviewer to validate your answers. Lose your integrity; your chances for success are minimal.

Closing the Interview

Interviewers often end the interview by asking a simple question.

Do you have any questions?

This is your opportunity to ask valuable questions about the recruiting process.

When to expect a response from the Human Resources Department?

What is the next phase of the selection process?

- Final Sale of Yourself.
- Thank the Interviewer for their time and dedication.
- Ask rehearsed final questions of the panel.
- It's always a good idea to send a personalized 'Thank You' letter to the interviewer

Behavioural Interviewing

Traditional Interview Questions vs. Behavioural Interview Questions

The difference between the two is actually the way the questions are asked.

**Traditional Questions appear like..*

What would you do if you had an argument with a co-worker?

What would you do if you had to let someone go from his or her job?

These questions allow you to be creative by using your imagination to answer and then solve the situation. The answer given is quite different from the answer that is required from a behavioural interview question.

**Behavioural Interview Questionsappear like....*

Tell me about a time when you had an argument with a co-worker.

Tell me about a time when you had to let someone go from his or her job.

To properly answer the above examples, you have to draw from your past specific experiences where you have actually exhibited this behaviour.

Behavioural interview questions generally start with any one of the following phrases:

- Tell me about a time when you...
- Describe a circumstance when you were faced with a problem related to...
- Think about an instance in which you...
- Tell me how you approached a situation where...

Behavioural Interviewing

What is it?

This is a relatively new approach to the interviewing process used by large business organizations. Behavioural interviews are geared to find suitable candidates that meet job specific competencies.

This approach is based on the assumption that *past behaviour is the best predictor of future behaviour.*

Why is it used?

Human Resource Departments of today's companies determine the capabilities and core competencies essential for success in specific job positions. They then design questions to determine if a candidate has developed or displayed these competencies through their past experiences.

Behavioural interviewing is said to be 55 per cent predictive of future on-the-job behaviour, while traditional interviewing is only 10 per cent predictive. After all, if you achieved at a task or project somewhere yesterday, you can do it for this company tomorrow.

Who is using it?

Human Resources departments in many fields for example but not limited to the following:

POLICE
NURSING
GOVERNMENT
SOCIAL SERVICES
EMERGENCY SERVICES
MANAGERIAL
BANKING

Behavioural Interviewing

Recruitment managers are trained extensively to objectively collect and evaluate information, and work from a profile of desired **CORE COMPETENCIES** that are needed for success for the specific job.

For instance, instead of asking a candidate how she/he would behave in a particular situation, the interviewer will ask how she/ he actually behaved. As a result, the reliability and validity of interviews have improved noticeably.

In any case, selecting people for a job will always be fraught with uncertainties. The idea is to use behavioural interviews to swing the odds in your favour.

In a behavioural interview, for instance, it's much more difficult to give fake responses. When the candidate starts telling a story, the interviewer typically greets him with a barrage of probing questions like "tell me more about your meeting with that person" and so on.

Moreover, such interviews are designed to minimize personal impressions that might cloud the hiring process. By focusing on the applicant's actions and behaviour, rather than subjective impressions that can sometimes be misleading, interviewers can take more accurate hiring decisions.

STAR - Method

Situation
Task –
Action -
Result



Listen very carefully to and tailor your answer for the specific question being asked, highlighting the key points you wish to convey. One of the most common mistakes made in these kinds of interviews is not focusing on the specific question and talking too generally about a situation. Remember, interviewers want you to cite real examples of your past behaviour that demonstrate the skills they are assessing, rather than have you speculate on how you *think* you would approach a task. If you are asked to describe how you managed a customer complaint, you must talk about a specific customer with a specific complaint, not how you generally deal with these types of complaints. In other words, use concrete examples to illustrate your answer.

To build a strong response it may be useful to think of the **STAR METHOD**. For those of you, who respond to visual cues, imagine a four-pointed star, which represents the Situation or Task (*context*), Action and Result (*outcome*). If you structure your responses in this way, it can help you tell the whole story, conveying the required skills and abilities. While you can't predict the exact questions that you'll be asked at interview, if you have done your research you should be able to anticipate likely areas of questioning and practice how to respond. Your responses should not be rehearsed parrot-fashion; rather, your familiarity with the situation you are describing should be used to illustrate your capabilities in this area.

Weighting of Response

Situation -Provides background for context – 5 %
Task –Describe the problem or situation and explain your task -5 %
Action –Detail what you did, the obstacles you overcame and how you demonstrated your skills and abilities – 60 %
Result –Share the results you produced and quantify them – 30 %

STAR METHOD -----STORY TELLING

Responses to behavioural questions measure how you properly and appropriately tell your story. All stories have defined elements. Stories have common parts that allow us to get our point across. If we leave out any of these elements our story becomes ineffective and incomplete.

For a moment think about any book you have read any movie you have seen, any television show you have watched. All these mediums have a common structure.

For example, let us take a look at a simple imaginary movie or storyline involving a super hero character. In every instance we know certain things:

- The setting
- The role of the character
- The specific situation he faces
- The problem or task the super hero has to accomplish
- We discover that the super hero has flaws like all of us
- We observe the emotions and/or difficulties the character has to overcome
- The story is interesting because we try to understand how and why the super hero responds to situations the way he does
- We observe how other characters view the super hero
- We in turn relate to the character from our own experiences
- People within the storyline often question the motives and character of the super hero
- The super hero is often at odds with his perception of his actions
- The super hero accomplishes his goals
- The movie has a learning moment for the audience to realize or understand
- The audience learns things about themselves and others
- The audience takes these learning moments and applies them to there lives which then affects how society is perceived.

Can we agree this is a very simple representation of a movie involving a super hero? Understand this is a simple story.

STAR METHOD ---- “S” -Situation

If these areas are not properly addressed the interviewer will deem the response to be inadequate. The interviewer will be unable to assess the behaviour of the candidate. If unable to measure the candidate's past behaviour, the candidate will be unsuccessful in the interview and may be deemed to lack life experience or maturity for the position.

Outline of a Situation: example

Last February, as a grade 3 teacher at ABC public school. I had been a school teacher for approximately 6 years. Over the 6 years I have been able to teach students with different learning styles aptitudes and abilities. It is my responsibility to teach the grade 3 curriculum for Math.

*The above example has explained the setting, time frame, specific incident, your role and job title and the scope of your responsibility. It has painted a simple picture that everyone can understand.

Common Problems outlining the Situation:

- No setting
- Time frame is beyond two (2) years
- Incident isn't specific, too general
- Your role isn't outlined, your job title isn't mentioned
- Don't outline your responsibilities
- ***Don't provide overly complicated situations use examples that don't bore the interviewer.**

If your response lacks these aspects, you have been ineffective at outlining your behavioural example. The interviewers will have no choice -- the answer will be rejected.

STAR METHOD ---- “T” –Task

1. **Task:** This area supports the specific situation.

The task is where you have to outline a specific problem that you have to face and overcome. You state what you are trying to accomplish. After understanding the problem that you are facing, we usually feel emotions, often negative ones.

<u>Negative</u>	<u>Positive</u>
Insulted	Valued
Let down	Elated
Helpless	Fulfilled
Frustrated	Motivated
Disgruntled	Loyalty
Angry	Encouraged
Cheated	Shocked
Upset	Important
Disappointed	Jovial
Annoyed	Surprised
Unimportant	Repeat customer
Inferior	Appropriate
Violated	Confident
Irate	Respected
Hurt	Co-operative
Unworthy	Generous
Irritated	Valuable
Betrayed	Content
Rejected	Jubilant
Intimidated	Composed

It is often difficult to define our feelings. We usually experience a variety of feelings in any given situation. Express your feelings when formulating complete answers.

Outline of a Task:

The specific problem I was facing was that I couldn't get my point across to a young child named Johnny. He was unable to comprehend simple math. My regular attempts to motivate and adapt to his learning style were unsuccessful. I became frustrated and disappointed that he wasn't learning., I began to doubt my abilities as a teacher.

Common Problems outlining the Task:

- Not stating the problem specifically (being too general)
- Not identifying one's feelings.
- Don't be afraid to state your actual feelings

STAR METHOD ---- “A” –Action

2. Action:

This is a very simplistic break down about your actions and steps that you took to bring your situation to a positive outcome. Detail what you did, the obstacles you faced and overcame. How you demonstrated the specific competency. You have to outline the conversations, thought processes and analyze the problem that you are trying to overcome.

This part of the answer must have the most details, this section is the most important as it is worth 60% of your evaluation.

Outline of Actions

Another coworker noticed me struggling with a learning development plan for Johnny. He approached me and asked me what was wrong. I voiced my frustration and concerns that Johnny couldn't grasp the concepts of simple addition. He asked me what I had tried already with Johnny. I told him that I had used regular training methods and methods I had learned through my own experiences. Yet those ways weren't working. My coworker asked what Johnny liked to do? I didn't understand what he was getting at. I really wondered what relevant info he could give me.

He suggested that I adapt my approach and think about what Johnny actually likes to do. I analyzed his comments and thought Johnny's likes. I remembered that Johnny liked to play basketball. I had observed in the past that he had worn a lot of basketball apparel. I realized what my coworker had been getting at. He was suggesting that I appeal to Johnny's interests. I reasoned that if I appealed to Johnny's interest it would be easier to teach him the math skills. I asked Johnny to join me in the gym and started to shoot the key of the court, taking part in a 1-on-1 basketball session. He got his first basket which was 2 points. He then shot from the 3 point line. He scored again. He was able to simply add the baskets he made. Johnny was then asked to relate that experience to simple addition in the classroom.

Common Problems Outlining the Actions:

- Not describing all the steps of your actions
- Not acknowledging your feelings
- Don't be afraid to acknowledge negative feelings
- Speak of the possible perceptions others may have of you
- How did others react to your actions
- Not speaking to the relevant issues of your actions
- Not being specific
- Making your description of your actions overly complicated

Impress upon the interviewer why you do what you do!

STAR METHOD – “R” -- Results

The RESULT is nothing more than a reflection of what you have learnt from the experience. Only positive outcomes are to be articulated to the interviewer

- What did you learn about others
- What did you learn about yourself
- What would you do differently facing similar situations or circumstances
- Positive feedback from others
- Positive outcome of your task
- What information would you pass on to your peers or others about what you have learned

This part of the answer must have details of your accomplishments; this section is worth 30% of your evaluation.

Outline of Result

The next class Johnny seemed energetic he had new confidence. Johnny was now raising his hand and answering questions, he was a functional member of the class. All this, because I took a suggestion from a concerned colleague who opened my eyes to new ideas and approaches.

I learned that when trying to problem solve, it's always good to be open to the experiences of others. I don't have all the answers. People can experience things I haven't and they can give me information that may assist me. They could be offering information to assist me not to tear down my confidence.

Others perceived I was having a problem that I couldn't solve they came to assist. It makes people feel good about themselves when they can help someone with some insight that they may have overlooked.

What is the affect of sharing your learning moments to friends, colleagues or others?

Behavioural Examples

The examples used should model the competencies that the particular employer values. They should sell you. Try to identify 3 to 4 examples from your past that demonstrated each core competency.

Use examples from:

- Classes
- School projects and activities
- Work-team building participation
- Volunteering
- Hobbies
- Home Renovations
- Job Promotions
- work experience
- School based co-op programs
- Teaching
- Coaching
- Mentoring

Basically your examples should come from all aspects of your life. All of these are simple and valuable illustrations of past behaviour. Behavioural interviewers are trying to understand why you did what you did and then how you then performed to accomplish your goal.

These examples happen to you every day. The examples are simple in scope.

NO example you use should be overly complicated that it confuses or bores the interviewer. Choose examples that the interviewer can relate to. The best stories heard are the ones that are most understood.

Utilize the STAR METHOD to formulate winning answers

Core Competencies –Essential Competencies

Behavioural interviewing provides interviewers a brief glance at how good you are at thinking and communicating “on your feet”. Prepare for behavioural interviews by researching what job competencies an employer might seek.

Core competencies are the key skills, characteristics and assets that companies believe employees should have to perform the job. On an organizational level, these competencies, define the specific position and responsibilities of the job. Human Resources Departments when filling available employment positions seek out individuals with the appropriate skills and abilities which fit organizational requirements.

Essential Competencies

Flexibility
Self -Confidence
Value Diversity
Self-Control
Relationship Building

These are the core requirements that have been identified as essential skills and abilities to properly and effectively perform the specific job. The following are the *assigned definitions* of the police essential competencies.

1. Flexibility

- Ability to adapt to a variety of situations, individuals, groups and changing circumstances, sensitivity to differing perspectives

2. Self Confidence

- Responds constructively to reversals and setbacks (e.g., identifies lessons learned, looks for other opportunities to succeed).
Demonstrates belief in one's own abilities, ideas, and self-worth and maintains a positive view of self, even during difficult times.
Maintains a professional demeanor in stressful and difficult situations.

3. Value Diversity

- Ability to work effectively with a wide cross-section of the community representing diverse backgrounds and socio-economic circumstances

4. Self-Control

- The ability to keep your emotions under control and to restrain negative actions when provoked or when working under stressful conditions; and takes constructive actions to deal with the situation

5. Relationship Building

- Develops and maintains a network of contacts, both inside and outside the police service, with individuals who can provide information, counsel and other support for achieving interpersonal or work related goals

Consider what the definitions mean to the police. The definitions may mean different things to individuals outside the policing field. Remember this is a police interview.

Behavioural Questions for the 5 Core Competencies

Common Questions

Tell me about a situation in which you have had to adjust to changes over which you had no control. How did you handle it? (Describe a conflict with an employee and how you handled it. (*Self-Control*))

Describe a work situation in which you were not proud of your performance. What did you learn from this mistake? (*Self-Confidence*)

Describe a (recent) situation in which it took several tries or approaches before you were able to figure out what was going on. (*Flexibility*)

Describe a time when you accomplished a difficult goal. (*Self-Confidence*)

Describe a time when you were proud of your coping skills. (*Self-Control*)

Tell me about a time when you started a task or project and you failed. (*Self-Confidence*)

How was your transition from highschool to college? Did you face any particular problems? How did you handle them? (*Flexibility*)

Tell me about a time when you had to adjust to classmates or colleague's working style in order to complete a task or project (*Flexibility*)

Tell me about a task or project that you started and that you failed to complete. What happened? What did you do? What was the result? (*Self-confidence*)

Tell me about a time when you normally do a task or project and someone else suggests you try a different approach? (*Flexibility*)

Describe a situation where you had to speak with a person of another sexual orientation. What was the situation? What happened? What did you do? (*Value Diversity*)

Developmental Competencies

Written Communication
Achievement Orientation
Assertiveness
Developing Others
Initiative
Information Seeking
Negotiation/ Facilitation
Problem Solving
Continuous Learning

These are skills and abilities that have been identified as developmental in nature. These are behaviours that can be fostered and developed over time.

1. Written Communications

- Expresses facts and ideas in writing in a clear, convincing, and organized manner that is appropriate to the audience and occasion. Reviews and critiques the writing of others in a constructive and substantive manner.

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2. Achievement Orientation

- Desire for continuous improvement in service and or accomplishment.

3. Assertiveness

- The ability to use authority confidently and to set and enforce rules appropriately.

4. Developing Others

- Commitment to helping others improve their skills

5. Initiative

- Demonstrating ability to be self-motivated and self-directed in identifying and addressing important issues

6. Information Seeking

- The ability to find information from various sources before making decisions.

7. Negotiation/Facilitation

- The ability to influence or persuade others by anticipating and addressing their interests and perspectives

8. Problem Solving

- Recognizes, defines, and analyzes problems and issues. Obtains relevant data before making a decision. Develops alternative solutions and plans to solve problems. Uses qualitative and quantitative data and analytical tools in problem solving.

9. Continuous Learning

- Seeks and makes use of feedback from others. Invests time and energy in self-development and growth. Integrates the acquisition of knowledge or skills (e.g., team-sharing, lessons learned, sharing information databases) into day-to-day work. Seeks and makes use of feedback from others. Invests time and energy in self-development and growth. Integrates the acquisition of knowledge or skills (e.g., team-sharing, lessons learned, sharing information databases) into day-to-day work.

Probing Questions

Once the example has been given, the interviewers may probe for specific milestone or steps undertaken by the candidate to explore core behaviours in more detail. By answering these questions the interviewers can validate your experience.

- What event led up to the situation
- What was your job function (position, title, company)?
- What was the intent of your task?
- What were you trying to accomplish?
- Who else was involved? (If applicable)
- What problems surfaced?
- How were you feeling?
- When did you realize a problem existed?
- Did you make any mistakes? (if applicable)
- Did you have a conversation about the problems? (if applicable)
- What did they actually say?
- What did you think about what they were saying?
- Who did you speak with?
- What was their position or role?
- How were you feeling now that they are involved in your situation?
- How did you feel about being watched or critiqued?
- What were the perceived observations of others?
- How did that affect your actions?
- How did others react to your actions?
- How do you know this, was something said?
- What was the outcome
- Was the outcome positive, explain the positive results
- Why is this event a good example of a time when you showed? (specific competency)
- What did you learn about yourself as a result of this situation?
- What did you learn about others as a result of this situation?
- What information could you pass on to your peers about what you learned?
- What long-term benefits, policies or procedures were established? How does what you have learned relate to policing (specific competency)

VALUE DIVERSITY

Human Rights Code of Canada violations:

Race, colour, ancestry, place of origin, religion, marital status, family status, physical or mental disability, sex, sexual orientation or age of that person or that group or class of persons.

Probing questions specifically for valuing diversity

1. How were you raised?
2. What influenced you while were growing up?
3. What are some of the stereotypes you observed?
4. How did these beliefs affect your thinking?
5. Did you have an interaction with someone different than yourself?
6. How did you feel about the interaction?
7. What obstacles in your beliefs did you observe?
8. How did your upbringing contrast with the present situation?
9. What did you learn from that?
10. What realizations did you have?
11. Did you resolve your bias or prejudicial thoughts and feelings?
12. What obstacles did you face?
13. What were you thinking at that point?
14. How did you educate others?
15. What do you wish you had done differently?
16. Did you ever confront the people that taught you those previous morals and values?
17. What would you say to people who discriminate?

Bias: simply each person's unique predisposition of how to see the world. It is our own prejudice in thinking when we are confronted with new events.

Discrimination: simply refers to the recognition of differences among people and making choices based upon those qualities, be they perceived or real.

Complete Answers

1. Fully describe a specific problem or situation.
2. Address the specific competency.
3. Always recount your most significant accomplishments or contributions, which demonstrate the competency.
4. Account for what “I” did, account for your actions in the scenario
5. Express the difficulties encountered to reach the result. FEELINGS
6. Recount your behaviour as a story with a clear structure --STAR
7. How you tell the story is as important as what story you tell. If you can’t tell your story comfortably, you should use another example that you feel more confident speaking about. It is important for you to understand the reasoning behind why you are using that particular example to demonstrate the specific competency that is being evaluated.
8. Don’t use answers that lack positive endings or endings that may make you seem ineffective.
9. Don’t get stuck on the details without supplying a tangible result or resolution to the task or assignment. Answers are best delivered by knowing your story, through practice; memorization and thought will help your ability to think on your feet during the interview. The best stories are the stories that you feel confident about.
10. Can't be invented experiences (positive or negative) you must have had lived through the experience to properly portray the events.
11. All examples should be clear, properly explaining your role in the situation.
12. All have a learning moment when you realize there is a problem. The problem must be realized during the situation not afterwards.
13. Have to learn from your situation and pass on your observations to help inform others. “Big picture”
14. Don’t be afraid to state how you influenced people.
15. Withstand the probing questions.

Using the above questions gives the candidate a template to build answers to behavioural questions. Utilizing the answers enables the interviewer to validate your responses.

Understanding that the COMPETENCY is the most important aspect of the ECI not the individual questions

The answers or examples of the desired competence have to be validated by the interviewer in order to be evaluated. This probing is also checking your responses for integrity and truthfulness.

We have the competencies within us but we have to be able to recognize them and then be able to tell the "STORY" of our experience.

* If they think you're lying you will then be excluded from the process

Police

Completed Interview Guide

Interview Information

Candidate Name: Jane/John DOE
Position: Police Recruit
Interview Date: Month/Day/Year

Hiring Manager: Joe/Jane BOSS
Police Service: Police P.S.
Date Completed: Month/Day/Year

Notes from Job Description

Core Competencies critical to the job:

Flexibility:	Flexible, deals with change, tolerates ambiguity not rigid, shifts gears comfortably
Self Control:	Ability to be effective under stress, uncomfortable situations, manages conflict effectively
Self Confidence:	Manages setbacks and learns effective ways to move forward with tasks or projects
Value/Diversity:	Ability to work with people of different religions, races sexual orientation, colour
Relationship Building	Able to foster and maintain relationships

Notes from the Resume

Documented Examples of Skills -- Related Work Experience - Red Flags (areas to probe)

Example

Evaluation of Responses

Flexibility :

Ability to adapt to a variety of situations, individuals, groups and changing circumstances, sensitivity to differing perspectives

Question:

“Tell me about a time when you had to change the way you do things and try an alternative approach”

Candidate Response:

My current job at XY company has gone through a few challenging changes over the past few years. XY Company was slow to change the way it does its advertising. The company was relatively naive regarding Internet advertising. I was somewhat concerned and frustrated with the direction of the company. I thought I should try to revamp our advertising department. I had to learn from the Internet and adjust our companies advertising styles to capture interest by an unidentified consumer. The task was difficult because we were used to accessing our target market by using flyers, radio ads, and corporate showcases etc.

I took a few courses on web development, new marketing approaches and the guarantee of customer satisfaction. People in my office were somewhat hesitant of the direction I was taking the department. I put together a group of co-workers and asked for their input about the Internet, while also researching new markets for the company to target. I designed an informative interactive website that allows immediate feedback about our products from the consumer.

I presented the management group with a niche of new target market. They realized the potential for growth in our company..

I put the plan into effect and after 3.5 months we noticed an influx of new clients that we hadn't seen in years. I learned that by using a different approach without forgetting where we had been I moved the company successfully into the 20th Century.

Behavioural Concepts and Preparation Tools

1. [1-on-1 Mock Essential Competency Interview](#)

This 3.5-hour personalized 1-on-1 Mock Behavioural Interview includes formulating 5 complete answers to the essential competencies. The answers are then videotaped for immediate feedback and retrospection. Learn how to properly relay and highlight personal experiences that demonstrate essential competencies. After completing the 1-on-1 Mock Interview you will be able to formulate winning answers and be able to articulate those answers during the police behavioural interview.

- If interested please click on the link to proceed to the available product or service for purchase at the bottom of this page.

2. [1-on-1 Written Communication Test \(W.C.T.\) Preparation](#)

- This 90 minute 1-on-1 instructional tool will assist in summarizing a set of facts of a specific scenario and then being able to organize these facts in a logical manner and then reach the appropriate conclusions.
- If interested please click on the link to proceed to the available product or service for purchase at the bottom of this page.

3. [1-on-1 Behavioural Personnel Assessment Device \(B.P.A.D.\) Preparation](#)

- This 90 minute 1-on-1 instructional tool will assist in preparing you to properly respond to the scenarios used during the assessment. DVD recording of your responses included
- If interested please click on the link to proceed to the available product or service for purchase for purchase at the bottom of this page.

[To jump right to the order page please click on this link to proceed to the available product or service.](#)



Feedback

Please take the opportunity to give constructive feedback, which will enable Behavioural Concepts, the ability to serve you better. Customer Satisfaction is our priority. Keeping our products and services up to date ensures that we provide factual, educational and reliable sources of information for the individual interested in a career as a Police Officer.



Thank you for your interest in our products and services,
Behavioural Concepts

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Police Links

[Behavioural Concepts](#) - WCT, BPAD, EC Interview Preparation Blue Line Forums

[Barrie Police Service](#) - Barrie, Ontario, Canada

[Belleville Police Service](#) - Belleville, Ontario, Canada

[Brantford Police Service](#) - Brantford, Ontario, Canada

[Brockville Police Service](#) - Brockville, Ontario, Canada

[Chatham-Kent Police Service](#) - Chatham, Ontario, Canada

[Cobourg Police Service](#) - Ontario, Canada

[Cornwall Community Police Service](#) - Cornwall, Ontario, Canada

[Durham Regional Police Service](#) - Regional Municipality of Durham including the Cities of Pickering, Whitby, Oshawa and areas east of Toronto.

[Halton Regional Police Service](#) - Oakville, Ontario, Canada

[Hamilton Police Service](#) - Hamilton, Ontario, Canada

[Kingston Police Service](#) - Kingston, Ontario, Canada

[London Police Service](#) - London, Ontario, Canada

[Midland Police Service](#) - Midland, Ontario, Canada

[Niagara Regional Police Service](#) - Areas including the cities of Welland, St. Catharines, and Niagara Falls, Ontario.

[North Bay Police Service](#) - North Bay, Ontario

[Ontario Provincial Police Home Page](#) - O.P.P. Official WEB site

[Orangeville Police Service](#) - Orangeville, ON

[Ottawa Police Service](#) - Ottawa, Ontario

[Owen Sound Police Service](#) - Owen Sound, Ontario, Canada

[Peel Regional Police](#) - Regional Municipality of Peel including the Cities of Mississauga, Brampton, and areas west of Toronto, Ontario

[Port Hope Police Services](#) - Port Hope, Ontario, Canada

[South Simcoe Police](#) - Bradford, West Gwillimbury, Innisfil

[Toronto Police Service](#) - Toronto, Ontario Canada

[MADD Canada](#) - Mother's Against Drunk Driving