



ONTARIO POLICE COLLEGE

**2010
PROMOTIONAL EXAMINATIONS

POLICIES, PROCEDURES &
INSTRUCTIONS TO CANDIDATES
("WHAT TO STUDY")**

This document was prepared by the Ontario Police College based on advice from the Promotional Examination Advisory Committee.

Although every effort is made to ensure the accuracy of the material, errors can occur. Should you find any errors, please notify:

Ontario Police College
Box 1190
10716 Hacienda Rd.
Aylmer ON N5H 2T2

Attention:

Ramona Morris
Promotional Examination Coordinator
Telephone: 519-773-4417
Fax: 519-773-8225
E-mail: Ramona.morris@ontario.ca

These materials are subject to copyright of the Queen's Printer for Ontario. They cannot be used or reproduced in any form or manner without the prior written consent of the Ontario Crown. Any inquiries for use or reproduction should be addressed to the Director of the Ontario Police College. Any violation of this copyright will be rigorously pursued.

Table of Contents

DIRECTOR'S COMMENTS	4
INTRODUCTION.....	5
PURPOSE OF EXAMINATIONS.....	5
CANDIDATE ELIGIBILITY.....	5
REGISTRATION PROCESS.....	5
REQUEST FOR ACCOMMODATION.....	6
CANDIDATE FEE	6
EXAMINATION DATE/TIME	6
MAKE-UP EXAMINATIONS	6
EXAMINATION SITES.....	7
EXAMINATION FACILITIES.....	7
PROCTORING EXAMINATIONS.....	7
ON SITE PROTOCOLS	7
FORMAT OF EXAMINATIONS.....	8
APPEAL PROCEDURE.....	9
APPEAL REVIEW PROCESS	10
CANDIDATE FEEDBACK	11
ITEM ANALYSES AND REVIEW.....	12
SCORING OF EXAMINATIONS	12
REPORTING OF EXAMINATION RESULTS.....	12
CANDIDATE RECORDS	13
STUDY REFERENCES.....	13
COMMUNITY POLICING.....	13
SUPERVISION AND MANAGEMENT	14
PROVINCIAL / FEDERAL STATUTES.....	14
MINISTRY POLICING STANDARDS.....	14
CONSTABLE TO SERGEANT EXAM.....	15
SERGEANT TO STAFF SERGEANT EXAM	20
STAFF SERGEANT TO INSPECTOR EXAM	25
FREQUENTLY ASKED QUESTIONS.....	30

Ministry of Community Safety
and Correctional Services

Ministère de la Sécurité communautaire
et des Services correctionnels

Ontario Police College

Collège de police de l'Ontario

P.O. Box 1190
10716 Hacienda Road
Aylmer, Ontario N5H 2T2

C.P. 1190
10716 Rue Hacienda
Aylmer Ouest ON N5H 2T2

Telephone: (519) 773-5361
Facsimile: (519) 773-5762

Téléphone: (519) 773-5361
Télécopieur: (519) 773-5762



Director's Comments:

The Ontario Police College (OPC) is pleased to report that a total of **62** police services participated in 2009 examinations, involving **1348** candidates writing at 16 different locations across the province.

Police service involvement in reviewing and verifying exam items for 2009 was hugely successful, with 44 members from 13 services participating. Their contribution is believed to have contributed significantly to the quality of exam content. Once again, we encourage all services to participate in the item vetting process.

Senior members from police services also participated on the OPC Promotional Examination Appeal Committee. Inviting currently serving officers to review items flagged for appeal is yet another opportunity to enhance the quality of exam items. One member described the quality control process for exam content as having built-in checks both "going in" (item vetting sessions) and "coming out" (item analyses and appeals).

In an effort to maintain the integrity of the promotional examination process, the Ontario Police College employed a collusion detection process using a variety of software programs. Further information regarding this item is detailed in the Report on the June 17, 2009 Advisory Committee Meeting (available on the OPC website at www.opconline.ca; (select Resources/Promotional Exams/Advisory /2009).

The 2009 Candidate Reactions Survey garnered a response rate of only **3%** (33 candidates), considerably below the 20% (average) response rate since the survey was initiated in 2005. Advisory committee members suggested the low response rate may be indicative of heightened acceptance of or possibly satisfaction with the process. The trend over recent years indicates an overall satisfaction with the administration process and exam facilities, with reactions to the examination process (including policies & procedures, study guide, appropriateness of text/reading materials and appeal process) generally positive. For future, OPC will consider replacing the formal survey with an open comment space on their website.

Thanks to all services for their continued support and participation.

Sincerely,

Rudy Gheysen

Rudy Gheysen
Director

Introduction

This document is intended to provide information and guidance to candidates regarding exam administration, format, on-site protocols, and study references, including WHAT TO STUDY. A pdf version is available on the OPC website at www.opconline.ca; (select Resources/Promotional Exams/2010). Policies, procedures and protocols have been established in consultation with advisory member services to ensure the principles of equity and fairness for all candidates. Exceptions will be considered on a case-by-case basis and in consultation with Ontario Police College management and the affected service(s).

A separate guide, entitled *Study Tips* provides valuable information, including sample exam items, regarding HOW TO STUDY (also available at the above-noted website).

Purpose of Examinations

The primary purpose of the OPC promotional examinations is to assist Ontario police services in identifying those members qualified to compete in a promotional process. Examinations are offered at three levels: Constable to Sergeant, Sergeant to Staff Sergeant, and Staff Sergeant to Inspector.

The examinations are designed to distinguish candidates through a range of knowledge levels in the areas of law, supervision/management, and community policing.

With most services, the OPC promotional exam is a first step in a multiple step process. Passing scores or “cut scores” are set by each police service. Examinations are intended to complement other assessment processes used by police services as part of reliable, valid, comprehensive, and fair decision-making systems.

Candidate Eligibility

Participation is restricted to Ontario police officers. Police services will determine candidate eligibility. Candidates must seek authorization from their respective police service to participate in an OPC promotional examination. A candidate may write only one OPC promotional examination per calendar year.

Registration Process

Candidates must register by contacting their respective police service’s contact person (usually a member of Administration/Human Resources/Professional Development). OPC will only accept registrations from designated police service contact persons, NOT individual exam candidates.

Whereas the closing date for registration will be determined by the individual police service, OPC will not accept registrations from services after **Friday, February 5, 2010**.

Request for Accommodation

Request for accommodation must be communicated, in writing, from the member's Chief of Police or designate, to the Director, Ontario Police College. Requests will be considered on a case-by-case basis. Where possible, requests should be submitted prior to the registration closing date (Friday, February 5, 2010).

Candidate Fee

Following examinations, OPC will invoice police services for an administration cost of \$30.00 plus G.S.T. per candidate, whether or not the candidate writes the examination. No cancellations will be accepted after Friday, February 5, 2010.

Examination Date/Time

Promotional examinations will be held on **Sunday, March 28, 2010** at various locations across the province. All candidates should plan to write on March 28, 2010.

Exam sites will operate as follows:

- Registration will begin at 0900 hrs.
- Examinations will begin at 1000 hrs.

Exception: Exam sites located in the Central Time Zone (in the extreme N/W Ontario, hosting Dryden, Kenora, Treaty Three, etc.) will operate as follows:

- Registration will begin at 0800 hrs.
- Examinations will begin at 0900 hrs.

Note: late arrivals will not be accommodated.

Make-up Examinations

Under the authority of the Chief of Police, a service may permit its members to write a make-up examination. However, all services are expected to limit the candidates writing make-up examinations to those for whom serious, extenuating circumstances prevent writing their examination on Sunday, March 28, 2010. "Extenuating circumstances" may be influenced by a number of factors, including service size, staffing issues, emergency situations, etc., and may differ across services. The member's police service (not OPC) will determine whether the member's situation meets these criteria.

All make-up examinations will be held on **Sunday, April 11, 2010, exclusively at OPC.**

The registration deadline for make-up examinations is Wednesday, April 7, 2010.

The make-up exam site at OPC will operate as follows:

- Registration will begin at 0900 hrs.
- Examinations will begin at 1000 hrs.

Note: Candidates should park in visitor parking and attend at the College reception for directions to the exam room. Late arrivals will not be accommodated.

Examination Sites

Examinations sites are determined based on the geographical distribution of candidates across the province. Exam sites are posted on the OPC website at www.opconline.ca; (select Resources/Promotional Exams/2010).

Candidates may select the site at which they wish to write. For example, a candidate may reside closer to an exam site than his/her police service's designated site, or may be stationed at a location closer to another site. Candidates should inform their police of their site preference *at the time of registering*.

Examination Facilities

Exam facilities must meet specified criteria with respect to lighting, seating, temperature, washroom access, parking, etc. Every effort will be made to ensure that facilities are both conducive to exam writing and help safeguard exam security.

Information regarding exam facilities, directions, parking, etc., will be communicated to services for dissemination to members, no later than Monday, March 1, 2010. This information will also be available on the OPC website.

Proctoring Examinations

The goal is to provide an atmosphere where candidates may perform to the best of their ability while assuring that rules are followed and honesty is maintained. The role of exam proctors is critical in ensuring the integrity of the examination and examination conditions, including consistency across all administration sites. As such, exam proctors are instructed to monitor candidates and report any irregularities or concerns to the Chief or Senior Officer Designate on site.

Should you have any concerns with the exam conditions, please inform one of the proctors. Please note that proctors are otherwise NOT permitted to engage in conversation with exam candidates, or respond to questions or interpret exam items for candidates.

On Site Protocols

Candidates should be aware of the following protocols that will be in effect across all exam sites:

- Casual attire or uniform
 - For personal comfort consider dressing in layers
- Ball caps will NOT be worn during examinations
- Beverages and snack food only (e.g. fruit, cereal bars, etc.)

- Please avoid food that is potentially distracting (e.g. crunchy food items)
- Reference materials, blank paper, electronic transmission devices, or aids of any kind will NOT be permitted in the examination room; for clarification, the ONLY items you are permitted to have on your table/desk are the following:
 - Examination package
 - Pencils (no pens or other writing instruments permitted)
 - Beverage/food item (no lunch boxes, cooler bags, etc.)
- Candidates must present photographic identification in the form of a warrant card upon registration
- Candidates will be issued an exam package that is both sealed and numbered
- Candidates will be directed to be seated until examinations begin
- Assigned seating may be used at some sites
- The exam package must remain sealed and on the candidates desk top until instructed otherwise
- Candidates will NOT be permitted to leave the exam room, except with permission from a presiding proctor
- Examinations will begin at 1000 hrs. NOT earlier, even if all candidates are present
- The attending proctors are NOT responsible for the content of the examination and will NOT be permitted to provide assistance
 - Reading and comprehension are part of the examination process;
 - An appeal form will be available if you perceive something about the wording to be confusing or misleading
- All examinations must be completed in one sitting
- Washroom breaks will be permitted, one at a time (with proctor escort)
- After handing in examination materials, candidates will NOT be permitted to make any changes, additions or deletions to their answer form
- Candidates will NOT be allowed to re-enter after leaving the exam room

Format of Examinations

All examinations are closed book, multiple-choice format with 4 possible response options. Candidates are required to choose the correct response. The total number of exam items will not exceed 120. Candidates will be allowed three hours to complete the examination.

Candidates may write on their examination booklet (i.e. make notes, underline keywords, etc.). However, all responses must be recorded on the Scantron answer form provided, using an H or HB pencil. Note: pencils will NOT be provided.

Below are three sample exam items which demonstrate the format of exam items: *question and answer*; *sentence completion*; and *fill in the blank*.

Sample item: *question and answer format*

In accordance with the Ontario Police Services Act, under which of the following conditions should a Suspect Apprehension Pursuit for a criminal offence be discontinued?

- A. when the suspect vehicle leaves the jurisdiction of the pursuing officer
- B. when the suspect vehicle enters a community safety zone
- C. when the pursuing officer believes the pursuit is endangering public safety

- D. when the pursuing officer has identified an occupant in the suspect vehicle

Sample item: *sentence completion format*

According to the Ontario Police Services Act, every police force must ensure that every member who may be required to use force receives Use of Force training. Each member must receive this training:

- A. at least once every twelve months.
- B. once per calendar year or as soon as practicable.
- C. every six months.
- D. at least once every two years.

Sample item: *fill in the blank format*

_____ management is a characteristic of police leadership within a community policing model.

- A. Administrative
- B. Change
- C. Bureaucratic
- D. Maintenance

The correct responses, including rationale statements, can be found in the *Study Tips* available on the OPC website at www.opconline.ca; (select Resources/Promotional Exams/2010).

Appeal Procedure

The key considerations surrounding appeals are fairness to candidates and examination security. Due to the considerable cost involved in writing exam items, together with the limited/relevant material to be covered in some content areas, examination reviews are NOT permitted (see page 30, Frequently Asked Question #2 “*Why are there no exam reviews?*”).

Any candidate having concerns about either examination content or process may undertake to formally submit his/her concerns by completing a “Request for Appeal” form using one of the options detailed below.

Option 1: On site

- The examination package will include a “Request for Appeal” form
- Candidates may complete the appeal form by stating in writing, and in sufficient detail, any concerns about either examination content or process
- The appeal form is to be completed AFTER writing the examination

- Candidates who require the full three hours to write the exam will be provided *additional* time to complete the appeal form
- Candidates may refer to their examination booklet while completing this form (e.g. to refer to specific exam item numbers)
- Under this option, the appeal form is to be **completed and submitted prior to departure from the exam site**
- For security reasons, all appeal forms (whether completed or not) must be handed in to the proctor prior to departing
- Candidates will anonymously submit appeals

Option 2: Post examination

- Following examinations, candidates may access the “Request for Appeal” form at the OPC website at www.opconline.ca; (select Resources/Promotional Exams/2010).
- Completed forms must be completed and submitted as follows:
 - By e-mail directed to the OPC Promotional Examination Coordinator, or
 - By mail, under confidential cover, to Ontario Police College, 10716 Hacienda Road, Aylmer, Ontario N5H 2T2, Attention: OPC Promotional Examination Coordinator
- Appeals must be received by the OPC Promotional Examination Coordinator **within 7 calendar days after writing the examination**
- Note: confirmation of receipt will only be provided upon request AND where sufficient contact information is provided
- Candidate identity will remain confidential

Appeal Review Process

Step 1: Collating Supporting Documents

With respect to each item subject to appeal, the OPC Promotional Examination Coordinator will collate the following documentation:

1. Request(s) for appeal
 - Where an item is appealed by more than one candidate or across multiple levels, copies of all relevant documentation will be reviewed
2. Exam item (template format), including supporting rationale (e.g., how the item is job-related; why each option is incorrect or correct) and comments and proposed amendments from item reviewers
3. Exam item (final draft)
4. Detailed item analyses (including statistical properties; see Item Analyses and Review, below)
 - For any item that appears on multiple exam levels, detailed item analyses will be provided for each level, whether or not the item is subject to appeal on the other level(s)

Step 2: Review by OPC Subject Matter Expert

The OPC Promotional Examination Coordinator will forward all documentation listed in Step 1 to an OPC Subject Matter Expert (SME) for review. The OPC SME will indicate, in writing, his/her recommendations with respect to the appeal (appeal awarded or denied), including a supporting rationale. Note: this step may include consultation with additional SMEs.

Step 3: Review by Promotional Examination Appeal Committee

A Promotional Examination Appeal Committee (PEAC) will be appointed to review all requests for appeal.

Composition of PEAC:

- Two OPC instructors (including the Promotional Examination Coordinator)
- One Promotional Advisory Committee member who is either civilian or Inspector rank or higher (note: OPC will consider providing additional space for police service representatives should demand warrant it)

The Promotional Examination Appeal Committee (PEAC) will meet to review all documentation from Steps 1 & 2. The PEAC will indicate, in writing, their decision with respect to the appeal (appeal awarded or denied) including a supporting rationale. Note: review by PEAC may include additional consultation or clarification with SMEs.

Step 4: Report of the Promotional Examination Appeal Committee

The PEAC will prepare a report to include the following:

- The total number of exam items subject to appeal; and
- The outcome of the review
 - The report will NOT disclose:
 - The particulars of any exam item(s)
 - The identity of appellant candidate(s) nor member service(s)

The decision of the PEAC is final. Where an appeal results in a score adjustment, the benefit will be extended to all candidates who responded to the question (and at all exam levels, where applicable).

The PEAC final report will be forwarded to all participating services, to the attention of the Chief of Police, and will accompany the report of examination scores (see *Reporting of Examination Results*). The final report will also be posted on the OPC website.

Failure to meet a police service's cut score is NOT grounds for appeal.

Candidate Feedback

OPC welcomes feedback regarding all aspects of the examinations, including administration, format, content, and study references. *Following examinations*, all

candidates are invited to submit feedback on the open comment space on the OPC website at www.opconline.ca; (select Resources/Promotional Exams/2010).

Item Analyses and Review

The single-date administration format affords the benefit of a (large) single sample analysis. Prior to reporting examination scores to police services, OPC staff will endeavour to locate and correct any potentially problematic exam items. This process includes and goes beyond the Appeal Process. Part of this quality control process involves the consideration of statistical properties of item functioning. For example, item-analysis statistics serve as indicators as to potentially problematic items including measures of item difficulty (i.e. What percentage of candidates answered the question correctly?) and item discrimination (i.e. What percentage of the top 27% scorers responded correctly versus the lowest 27%? What was the correlation between getting the correct answer to a given item and the total score on the exam?). The statistical measures serve as preliminary indicators, whereas the foremost quality-control consideration will be an extensive content review that includes consultation with relevant subject matter experts.

Problematic items, if any, will be identified and dealt with BEFORE scores are reported to police services.

Scoring of Examinations

The exam-scoring process is an integral part of the quality control procedures. All exams are scored at OPC under the supervision of the Promotional Examination Coordinator. The forms are scanned and scored electronically using appropriate hardware and Scantron ParSCORE software. The software can be programmed to deal appropriately with problematic items (i.e., eliminate the item from the scoring process). During scanning, the program automatically identifies potential errors (e.g. blanks; erasures), which prompts an immediate, manual review by the operator. In addition to the electronic scoring, random checks are performed at each of the three levels to ensure accuracy of scoring.

Reporting of Examination Results

Final results will be reported to police services in writing, under confidential cover, to the attention of the Chief of Police. OPC will endeavour to report scores to services no later than Friday, April 30, 2010.

Results will include:

- Overall scores (both percentage and scaled)
- Percentage scores by subject groupings
- Mean (average) score for each exam level
- Mean (average) score for each subject grouping

As noted earlier, the cut score (passing score) will be determined by the members' respective police service.

OPC's report of final results to services will include the following:

- Provincial Statistics
- Pass Rates (at 70% and 75%)
- Final Report of the Promotional Examination Appeal Committee
- Summary of Scoring Adjustments (following detailed item analysis and review)

Candidate Records

The Ontario Police College will retain candidates' examination papers (booklets and answer forms) for three months following the reporting of examination results. The College will maintain a permanent record of all scores for 65 years. Whereas OPC reports candidate results to services following examinations, any subsequent requests for results require written authorization from the candidate.

Study References

Candidates are responsible for obtaining their own reference material from which to study.

The **OPC library** (telephone 519-773-4264; e-mail Eileen.wereley@ontario.ca) has a limited number of copies of the community policing and supervision/management texts.

As detailed below, all texts will be available at the **OPC Tuck Shop** (telephone 519-773-3408; e-mail: opciashop@amtelecom.net; Fax 519-773-3413). Please note that shipping from the OPC Tuck Shop is a flat cost of \$10.00 + GST regardless of quantity. Also note that the Tuck Shop will be closed following Friday, December 18, 2009 and will reopen on Monday, January 4, 2010.

Community Policing

Community-Based Strategic Policing in Canada, either Second or Third Edition, by Parent, Whitelaw and Griffiths; published by Nelson Education Ltd., Toronto, Ontario

- **Second Edition** (Copyright 2006 – no longer available from publisher); ISBN 0-17-642602-7 or ISBN 0-17-641671-4
- **Third Edition** (Copyright 2010); ISBN 0-17-611200-6; bundle includes text + answer key
 - **Available at Nelson Education Ltd. for \$62.77** + shipping + GST; using police letterhead fax orders to Nelson Education Ltd. Customer Support at 1-800-430-4445, attention Lynne Askin; include your name, mailing address, contact phone number, the ISBN, number of copies, and method of payment including credit card number and expiry date. If any questions contact Lynne Askin at telephone 1-800-268-2222 Ext. 4432.
 - **Available at the OPC Tuck Shop for \$73.00** + shipping + GST (see contact information above).

Supervision and Management

Supervision and Management; custom publication for Ontario Police College (Copyright 2007); ISBN 0-17-643869-6; published by Nelson Education Ltd., Toronto, Ontario; Note: there is no accompanying study guide for this text.

- **Available at Nelson Education Ltd. for \$64.21** + shipping + GST; ordering process is the same as the Community Policing text: using police letterhead fax orders to Nelson Education Ltd. Customer Support at 1-800-430-4445, attention Lynne Askin; include your name, mailing address, contact phone number, the ISBN, number of copies, and method of payment including credit card number and expiry date. If any questions contact Lynne Askin at telephone 1-800-268-2222 Ext. 4432.
- **Available at the OPC Tuck Shop for \$75.00** + shipping + GST (see contact information above).

Note: In addition to the above texts, study references for the Staff Sergeant to Inspector exam will include a ***Supplementary Reading Package*** provided by OPC at no charge

- This package will be available for shipping in November
- Candidates should direct requests through their respective police service contact person/liaison

Provincial/Federal Statutes

Candidates are responsible for researching relevant statutes using internet or other means. OPC will not be providing hard copies of legislation.

Legislation can be accessed electronically using the below websites:

- <http://www.laws.justice.gc.ca>
- <http://www.e-laws.gov.on.ca> (see link to Federal Legislation)

Additional guidance on researching provincial and federal statutes, including how to conduct an electronic search, can be found in the *Study Tips* available on the OPC website at www.opconline.ca; (select Resources/Promotional Exams/2010). Please note that indices and tables of contents may not be included.

Ministry Policing Standards

A copy of the updated Ministry Policing Standards Manual (CD version) was distributed to all services on June 17, 2004 via an All Chiefs (Index No. 04-0053). Police services may post this information on their website for access to members. The Ministry Policing Standards Manual may also be accessed via the Police Extranet Portal. This information is not posted on the OPC website due to a government requirement for French translation where public access. Note: The Ministry Policing Standards Manual is currently available in English only.

Constable to Sergeant Exam

The Constable to Sergeant examination will consist of five subject groupings, with *approximate* weightings as follows:

- ❑ Community Policing (10%)
- ❑ Supervision/Management (25%)
- ❑ Ontario Police Services Act and Ministry Policing Standards (15%)
- ❑ Other Provincial Law (25%)
- ❑ Federal Law (25%)

The weighting and focus of examination content is determined by a number of factors, including the results of the Ontario Police College *Police Management Job Analysis and Leadership Needs Assessment* (September, 2007; R. Blake Jelley, Ph.D.; report available on the OPC website at www.opconline.ca; select Resources/Leadership Needs Assessment), input from subject matter experts and job incumbents, feedback from exam candidates, the authors' emphases and opinions, and the chapter reviews and summaries.

The texts may be a useful resource to consult beyond the areas identified below with respect to the candidate's professional development. However, the examinations will have a narrower focus.

Examination content will focus exclusively on the study references specified below (i.e. text chapters and legislation). See pages 13 and 14 for additional information regarding purchase of study texts and where to access legislation. To aid in narrowing the focus of study a more detailed list of "topics" is provided. The vast majority of items will fall under these topics.

Community Policing (either Second or Third Edition):

*Community-Based Strategic Policing in Canada, **Second Edition***, by Parent, Whitelaw and Griffiths; Copyright 2006 (ISBN 0-17-642602-7 or ISBN 0-17-641671-4) published by Nelson Education Ltd., Toronto, Ontario

- Chapters 2 to 4, 8 and 9, including topics as follows:
 - ❑ Chapter 2: *What is Community Policing?*
 - Principals & philosophy of community policing
 - Community policing vs. traditional policing
 - ❑ Chapter 3: *Responding to and Preventing Crime Within a Community Policing Framework*
 - Crime prevention strategies
 - ❑ Chapter 4: *Problem-Oriented Policing*
 - The problem solving process
 - ❑ Chapter 8: *The Community Police Officer*
 - Officer resistance to community policing
 - ❑ Chapter 9: *The Community and Community Policing*

- Developing community-police partnerships
- The role of citizens in community policing

OR

Community-Based Strategic Policing in Canada, Third Edition, by Parent, Whitelaw and Griffiths; Copyright 2010; ISBN 0-17-611200-6, published by Nelson Education Ltd., Toronto, Ontario

- Chapters 3 to 5, 8 and 10, including topics as follows:
 - Chapter 3: *What is Community Policing?*
 - Principals & philosophy of community policing
 - Community policing vs. traditional policing
 - Chapter 4: *Responding to and Preventing Crime Within a Community Policing Framework*
 - Crime prevention strategies
 - Chapter 5: *Problem-Oriented Policing*
 - The problem solving process
 - Chapter 8: *The Community Police Officer*
 - Officer resistance to community policing
 - Chapter 10: *The Community and Community Policing*
 - Developing community-police partnerships
 - The role of citizens in community policing

Supervision/Management:

Supervision and Management, custom publication for Ontario Police College; Copyright 2007; ISBN 0-17-643869-6; published by Nelson Education Ltd., Toronto, Ontario;

- Readings 1, 4 to 6, 8, 9 and 11, including topics as follows:
 - Reading 1: *Leadership*
 - Leadership theories
 - Trait
 - Behavioural
 - Contingency
 - Self-leadership
 - Reading 4: *Motivation*
 - Maslow's Hierarchy of Needs
 - Vroom's Expectancy Theory
 - Reinforcement theory
 - Goal setting
 - Reading 5: *Communication – The Vital Link in Supervisory Management*
 - Effective communication

- Barriers to effective communication
- Channels of communication
- Reading 6: *The Skills of Interpersonal Communication & Conflict Management*
 - Observing
 - Suspending
 - Questioning
 - Listening
 - Responding
- Reading 8: *Effective Performance Management*
 - Best practices
 - Performance evaluation interview
 - Providing feedback
 - Addressing performance issues
- Reading 9: *Ethics*
 - Key themes; author's emphasis
- Reading 11: *Challenges Facing Law Enforcement – A Risk Management Perspective*
 - Key themes; author's emphasis

Ontario Police Services Act, including Regulations, and Ministry Policing Standards:

- Bail hearing/brief
- Code of conduct
- Complaints
 - Code of conduct
 - Lodging complaints
 - Informal resolution
- Collection, preservation and control of evidence and property
- Equal opportunity, discrimination and workplace harassment
- Investigations involving:
 - Criminal harassment
 - Domestic violence
 - Hate/bias motivated crime
- Police action at labour disputes/demonstrations
- Police response to mentally ill or emotionally disturbed persons
- Police uniforms and equipment
- Preliminary perimeter control and containment
- Prisoner care, control and transportation
- Special Investigations Unit
- Storage/use of police firearms
- Suspect apprehension pursuits
- Use of auxiliaries
- Use of force/model/reporting
- Victim assistance

Other Provincial Law (excluding case law):

- Child and Family Services Act
 - Duties of police officer
 - Apprehension without warrant
- Children's Law Reform Act
 - Apprehension order
 - Arrest without warrant
- Family Law Act
 - Order of exclusive possession
 - Arrest without warrant
- Highway Traffic Act
 - Arrest, search, seizure and towing authorities
 - Common offences
- Human Rights Code
 - Employment accommodation
 - Harassment in the workplace
- Liquor Licence Act and Regulations
 - Arrest, search and seizure authorities
 - Common offences
- Mental Health Act
 - Apprehension by police officer
 - Duties of police officer
 - Community treatment orders
- Occupational Health and Safety Act
 - Duties of supervisor
- Provincial Offences Act
 - Bail/show cause hearings
 - Commencing a charge
 - Executing a search warrant
- Trespass to Property Act
 - Arrest without warrant
- Workplace Safety and Insurance Act
 - Duty of employer to injured employee

Federal Law (excluding case law):

- Criminal Code
 - Arrest by citizen
 - Arrest by police
 - Commencing a charge
 - Executing a search warrant
 - Executing an arrest warrant
 - Release by arresting officer
 - Release by officer in charge
 - Search/seizure authorities
 - Common offences including:
 - Criminal driving
 - Criminal harassment
 - Firearms
 - Robbery

- Sexual
- Constitution Act (Part I)
 - Charter rights upon arrest, detention, and criminal proceedings
- Canada Evidence Act
 - Competency and compellability
- Controlled Drugs and Substance Act
 - Possession
 - Search authorities
 - Executing a search warrant
- Firearms Act
 - Registration certificates
- Youth Criminal Justice Act
 - Extrajudicial measures
 - Arrest and release of young persons

Sergeant to Staff Sergeant Exam

The Sergeant to Staff Sergeant Examination will consist of five subject groupings, with *approximate* weightings as follows:

- ❑ Community Policing (15%)
- ❑ Supervision/Management (45%)
- ❑ Ontario Police Services Act and Ministry Policing Standards (20%)
- ❑ Other Provincial Law (10%)
- ❑ Federal Law (10%)

The weighting and focus of examination content is determined by a number of factors, including the results of the Ontario Police College *Police Management Job Analysis and Leadership Needs Assessment* (September, 2007; R. Blake Jelley, Ph.D.; report available on the OPC website at www.opconline.ca; select Resources/Leadership Needs Assessment), input from subject matter experts and job incumbents, feedback from exam candidates, the authors' emphases and opinions, and the chapter reviews and summaries.

The texts may be a useful resource to consult beyond the areas identified below with respect to the candidate's professional development. However, the examinations will have a narrower focus.

Examination content will focus exclusively on the study references specified below (i.e. text chapters and legislation). See pages 13 and 14 for additional information regarding purchase of study texts and where to access legislation. To aid in narrowing the focus of study a more detailed list of "topics" is provided. The vast majority of items will fall under these topics.

Community Policing (either Second or Third Edition):

Community-Based Strategic Policing in Canada, Second Edition, by Parent, Whitelaw and Griffiths; Copyright 2006 (ISBN 0-17-642602-7 or ISBN 0-17-641671-4) published by Nelson Education Ltd., Toronto, Ontario

- Chapters 2 to 4, 6, 8 and 9, including topics as follows:
 - ❑ Chapter 2: *What is Community Policing?*
 - Principals & philosophy of community policing
 - Community policing vs. traditional policing
 - Related PSA provisions
 - ❑ Chapter 3: *Responding to and Preventing Crime Within a Community Policing Framework*
 - Crime prevention strategies
 - ❑ Chapter 4: *Problem-Oriented Policing*
 - The problem solving process
 - Collaborative approaches to problem solving
 - Using crime analyses to identify issues
 - ❑ Chapter 6: *The Community Policing Police Service*
 - Characteristics of a learning organization

- The role of a business plan in community policing
- Networking opportunities
- Chapter 8: *The Community Police Officer*
 - The role of diversity in community policing
 - Police training/education
 - Officer resistance to community policing
- Chapter 9: *The Community and Community Policing*
 - Developing community-police partnerships
 - The role of citizens in community policing

OR

Community-Based Strategic Policing in Canada, Third Edition, by Parent, Whitelaw and Griffiths; Copyright 2010; ISBN 0-17-611200-6, published by Nelson Education Ltd., Toronto, Ontario

- Chapters 3 to 6, 8 and 10, including topics as follows:
 - Chapter 3: *What is Community Policing?*
 - Principals & philosophy of community policing
 - Community policing vs. traditional policing
 - Related PSA provisions
 - Chapter 4: *Responding to and Preventing Crime Within a Community Policing Framework*
 - Crime prevention strategies
 - Chapter 5: *Problem-Oriented Policing*
 - The problem solving process
 - Collaborative approaches to problem solving
 - Using crime analyses to identify issues
 - Chapter 6: *The Community Policing Police Service*
 - Characteristics of a learning organization
 - The role of a business plan in community policing
 - Networking opportunities
 - Chapter 8: *The Community Police Officer*
 - The role of diversity in community policing
 - Police training/education
 - Officer resistance to community policing
 - Chapter 10: *The Community and Community Policing*
 - Developing community-police partnerships
 - The role of citizens in community policing

Supervision/Management:

Supervision and Management; custom publication for Ontario Police College; Copyright 2007; ISBN 0-17-643869-6; published by Nelson Education Ltd., Toronto, Ontario;

- Readings 1 to 11, including topics as follows:
 - Reading 1: *Leadership*
 - Leadership theories
 - Behavioural
 - Contingency
 - Role of gender
 - Reading 2: *Transforming Leadership Builds the Leadership and Learning Organization*
 - Traditional vs. leadership organization
 - Reading 3: *Transforming Leadership: An Introduction to the Model, Principles and Skills*
 - Transformational leaders
 - Transformational leadership model
 - Reading 4: *Motivation*
 - Herzberg's Motivation-Hygiene Theory
 - Vroom's Expectancy Theory
 - Reinforcement theory
 - Social learning theory
 - Reading 5: *Communication – The Vital Link in Supervisory Management*
 - Barriers to effective communication
 - Channels of communication
 - Methods of communication
 - Reading 6: *The Skills of Interpersonal Communication and Conflict Management*
 - Observing
 - Suspending
 - Questioning
 - Listening
 - Responding
 - Asserting
 - Confronting
 - Challenging
 - Reading 7: *Coaching skills for Problem and Opportunity Management*
 - Coaching/counseling/mentoring
 - Problem exploration/specification/ownership
 - Action planning
 - Confronting

- Self-sharing
- Applying the model and process
- Reading 8: *Effective Performance Management*
 - Best practices
 - Performance evaluation interview
 - Providing feedback
 - Addressing performance issues
 - Potential evaluation pitfalls
- Reading 9: *Ethics*
 - Key themes; author's emphasis
- Reading 10: *Managing Your Workforce: The Risks*
 - Discrimination
 - Basic principles
 - Relevant legislation
 - Key themes; author's emphasis
- Reading 11: *Challenges Facing Law Enforcement – A Risk Management Perspective*
 - Key themes; author's emphasis

Ontario Police Services Act, including Regulations, and Ministry Policing Standards:

- Collection, preservation and control of evidence and property
- Complaints
 - Code of conduct
 - Work performance
 - Lodging complaints
 - Informal resolution
- Equal opportunity, discrimination and workplace harassment
- Investigations involving:
 - Criminal harassment
 - Domestic violence
 - Elder Abuse
 - Hate/bias motivated crime
- Police action at labour disputes/demonstrations
- Police response to mentally ill or emotionally disturbed persons
- Political activity
- Prisoner care, control and transportation
- Special Investigations Unit
- Suspect apprehension pursuits
- Use of force/model/reporting
- Use of volunteers

Other Provincial Law (excluding case law):

- Child and Family Services Act
 - Duties of police officer
 - Apprehension without warrant
- Family Law Act
 - Order of exclusive possession
 - Arrest without warrant
- Human Rights Code
 - Employment accommodation
 - Harassment in the workplace
 - Executing a search warrant
- Liquor Licence Act
 - Licensed establishments
- Mental Health Act
 - Apprehension by police officer
 - Community treatment orders
- Occupational Health and Safety Act
 - Duties of supervisor
- Provincial Offences Act
 - Bail/show cause hearings
 - Commencing a charge

Federal Law (excluding case law):

- Criminal Code
 - Arrest by police
 - Criminal liability of organizations
 - Legal duty of supervisors
 - Executing an arrest warrant
 - Release by officer in charge
 - Common offences including:
 - Criminal harassment
 - Firearms
 - Sexual
- Constitution Act (Part I)
 - Charter rights upon arrest, detention, and criminal proceedings
- Canada Evidence Act
 - Competency and compellability
- Controlled Drugs and Substance Act
 - Possession
 - Search & seizure authorities
- Firearms Act
 - Registration certificates
- Youth Criminal Justice Act
 - Extrajudicial measures

Staff Sergeant to Inspector Exam

The Staff Sergeant to Inspector examination will consist of three subject groupings, with *approximate* weightings as follows:

- ❑ Community Policing (20%)
- ❑ Supervision/Management (50%)
- ❑ Ontario Police Services Act and Ministry Policing Standards (30%)

The weighting and focus of examination content is determined by a number of factors, including the results of the Ontario Police College *Police Management Job Analysis and Leadership Needs Assessment* (September, 2007; R. Blake Jelley, Ph.D.; report available on the OPC website at www.opconline.ca; select Resources/Leadership Needs Assessment), input from subject matter experts and job incumbents, feedback from exam candidates, the authors' emphases and opinions, and the chapter reviews and summaries.

The texts may be a useful resource to consult beyond the areas identified below with respect to the candidate's professional development. However, the examinations will have a narrower focus.

Examination content will focus exclusively on the study references specified below (i.e. text chapters and legislation). See pages 13 and 14 for additional information regarding purchase of study texts and how to access legislation. To aid in narrowing the focus of study a more detailed list of "topics" is provided. The vast majority of items will fall under these topics.

Community Policing (either Second or Third Edition):

Community-Based Strategic Policing in Canada, Second Edition, by Parent, Whitelaw and Griffiths; Copyright 2006 (ISBN 0-17-642602-7 or ISBN 0-17-641671-4) published by Nelson Education Ltd., Toronto, Ontario

- Chapters 2 to 6, 8 and 9, including topics as follows:
 - ❑ Chapter 2: *What is Community Policing?*
 - Community policing vs. traditional policing
 - Related PSA provisions
 - ❑ Chapter 3: *Responding to and Preventing Crime Within a Community Policing Framework*
 - Crime prevention strategies
 - Planning/designing services appropriate to community needs and trends
 - Evaluating different approaches to community policing
 - ❑ Chapter 4: *Problem-Oriented Policing*
 - The problem solving process
 - Collaborative approaches to problem solving
 - Using crime analyses to identify issues
 - ❑ Chapter 5: *Restorative Justice Within a Community Policing Framework*

- Characteristics of restorative justice
- Role of police in restorative justice
- Chapter 6: *The Community Policing Police Service*
 - Characteristics of a learning organization
 - The role of a business plan in community policing
 - Networking opportunities
- Chapter 8: *The Community Police Officer*
 - The role of diversity in community policing
 - Police training/education
 - Officer resistance to community policing
- Chapter 9: *The Community and Community Policing*
 - Developing community/police partnerships
 - Planning/facilitating community meetings
 - The role of citizens in community policing

OR

Community-Based Strategic Policing in Canada, Third Edition, by Parent, Whitelaw and Griffiths; Copyright 2010; ISBN 0-17-611200-6, published by Nelson Education Ltd., Toronto, Ontario

- Chapters 3 to 6, and 8 to 10, including topics as follows:
 - Chapter 3: *What is Community Policing?*
 - Community policing vs. traditional policing
 - Related PSA provisions
 - Chapter 4: *Responding to and Preventing Crime Within a Community Policing Framework*
 - Crime prevention strategies
 - Planning/designing services appropriate to community needs and trends
 - Evaluating different approaches to community policing
 - Chapter 5: *Problem-Oriented Policing*
 - The problem solving process
 - Collaborative approaches to problem solving
 - Using crime analyses to identify issues
 - Chapter 6: *The Community Policing Police Service*
 - Characteristics of a learning organization
 - The role of a business plan in community policing
 - Networking opportunities
 - Chapter 8: *The Community Police Officer*
 - The role of diversity in community policing
 - Police training/education
 - Officer resistance to community policing

- Chapter 9: *Restorative Justice Within a Community Policing Framework*
 - Characteristics of restorative justice
 - Role of police in restorative justice
- Chapter 10: *The Community and Community Policing*
 - Developing community/police partnerships
 - Planning/facilitating community meetings
 - The role of citizens in community policing

Supervision/Management:

Supervision and Management; custom publication for Ontario Police College; Copyright 2007; ISBN 0-17-643869-6; published by Nelson Education Ltd., Toronto, Ontario;

- Readings 2, 3, and 6 to 11, including topics as follows:
 - Reading 2: *Transforming Leadership Builds the Leadership and Learning Organization*
 - Traditional vs. leadership organization
 - Reading 3: *Transforming Leadership: An Introduction to the Model, Principles and Skills*
 - Transformational leaders
 - Transformation leadership model
 - Reading 6: *The Skills of Interpersonal Communication and Conflict Management*
 - Asserting
 - Confronting
 - Challenging
 - Reading 7: *Coaching skills for Problem and Opportunity Management*
 - Coaching/counseling/mentoring
 - Problem exploration/specification/ownership
 - Action planning
 - Confronting
 - Self-sharing
 - Applying the model and process
 - Reading 8: *Effective Performance Management*
 - Best practices
 - Performance evaluation interview
 - Providing feedback
 - Addressing performance issues
 - Potential evaluation pitfalls
 - Reading 9: *Ethics*
 - Key themes; author's emphasis
 - Reading 10: *Managing Your Workforce: The Risks*

- Discrimination
 - Basic principles
 - Relevant legislation
 - Key themes; author's emphasis
- Reading 11: *Challenges Facing Law Enforcement – A Risk Management Perspective*
- Key themes; author's emphasis

Supplementary Reading Package

- Provided by OPC at no charge; available for shipping in November
- Candidates should direct requests through their respective police service liaison/contact person

- Rely on author's emphasis and perspective for all readings as listed below:

- Reading 1: *Leadership and Supervision*; Brewer, N. (1995). In N. Brewer & C. Wilson (Eds.), *Psychology and policing* (pages 291-316). Illsdale, NJ: Lawrence Erlbaum Associates. [ISBN: 0-8058-1418-3]
- Reading 2: *Level 5 Leadership: The triumph of humility and fierce resolve*; Collins, J. (2001). *Harvard Business Review*, January (pages 67-76) [Reprint: R0101D]
- Reading 3: *Establishing and Maintaining Employee Commitment; Best Practices – Employee Retention* (pages 3-1 to 3-11) by John Meyer and Laryssa Topolnytsky, (2000) [ISBN: 0-459-27702-2]
- Reading 4: *An Academy classic: On the folly of rewarding A, while hoping for B*; Kerr, S. (1995). *Academy of Management Executive*, 9(1) (pages 7-16)
- Reading 5: *Why Teams Don't Work*; Hackman, R. *Theory and Research on Small Groups* (pages 245 to 266), Plenum Press (1998) [ISBN 0-306-45679-6]

Ontario Police Services Act, including Regulations, and Ministry Policing Standards:

- Adequacy Regulation
- Business planning
- Complaints
 - Code of conduct
 - Work performance
 - Lodging complaints
 - Hearings
 - OCCOPS
- Disclosure of personal information
- Equal opportunity, discrimination and workplace harassment

- Facilities and equipment
- Major incident command
- Police services board
- Political activity
- Special Investigations Unit
- Storage/use of police service firearms
- Suspect apprehension pursuits
- Use of force/model/reporting

Frequently Asked Questions

1. *Why is the open book exam no longer used?*

A review of the OPC promotional examinations was launched in November 2002. A provincial advisory committee was subsequently formed, with participation from more than 30 police services. Beginning with 2003 examinations, the committee decided to eliminate the “open book” examinations and use multiple choice exam items only. The primary reason was the (subjective) nature of open book exam items, which resulted in a higher proportion of appeals (most of which were awarded due to there being multiple correct responses and statute references for a single exam item). The time and cost involved in writing open and closed book exam items, and in accommodating the appeal process also contributed to this decision. Although the open book exercise has relevance in day to day policing, the reality is that members rely on a variety of research sources beyond the statutes, including electronic searches, co-workers and other subject matter experts. Candidates will discover that, even under the current format, their ability to research provincial and federal statutes is still a much needed skill. Additionally, services that wish to test members’ ability to use open book can capture this component in their internal promotional process.

2. *Why are there no exam reviews? How will I know where I went wrong?*

Exam reviews by candidates were discontinued effective May 2002 following the discovery of compromised exam security (note: there is no plan to resurrect exam reviews). The OPC Promotional Examination Advisory Committee has elected to provide exam candidates with a breakdown of his/her individual exam scores by subject area, together with the provincial averages, including the overall mean (average) score for each exam level and subject grouping.

Although developmental learning is a secondary benefit of preparing for and writing OPC promotional examinations, the primary purpose is to assist police services in distinguishing candidates throughout a range of knowledge levels (see Purpose of Examinations on page 5). This purpose is best served by re-using a portion of quality exam items on subsequent examinations. Item writing is both expensive and resource intensive. Writing all new examinations each time would distract from the quality.

The formal Appeal Procedure provides candidates the opportunity to express concerns about the exam process and /or specific exam items (see Appeal Procedure and Appeal Review Process beginning on page 9).

3. *How do I know that the correct answers are in fact correct?*

Considerable quality control measures are in place to ensure accuracy and correctness. Firstly, the item-writing process includes an item-writing template that provides item rationales detailing how the item assesses a job-relevant piece of knowledge and why the options are either incorrect or correct. Exam items are reviewed and verified by at least two subject matter experts beyond the original item writer (see *Study Tips: Exam Item Construction*). Following examinations, a detailed statistical item analyses is performed on all exam items for each of OPC’s three levels of examinations. Item-analysis statistics

provide indicators about potentially problematic items that may be flagged for further content review, regardless of whether the item was also the subject of appeal. Ultimately, the content review by subject matter experts is the foremost quality-control consideration (see Item Analyses and Review on page 12).

4. Why must appeals be submitted BEFORE scores are released?

Failure to meet a service's cut-score (standard) is not grounds for appeal. However, OPC is interested in knowing whether candidates have concerns about the exam process or content, including exam items that are perceived to be problematic (e.g. ambiguous, difficult to interpret, more than one correct answer). Given the large number of exam items, it would be difficult to commit to memory the exact wording of exam items, including response options. An opportune time to identify concerns would be immediately after writing the examinations (while the candidate is still in possession of the exam paper and can "flag" any items of concern), or within a few days after writing (when the information is still relatively fresh). The appeal process provides both of these options, i.e. on site or up to 7 days after (see Appeal Procedure beginning on page 9).

5. Why doesn't OPC set the standard/passing score?

Setting and defending a given cut score is the responsibility of police services. Cut scores across services range from 60% to 75%, with most using 70%. Although OPC does not endorse any particular cut score, OPC would be willing to provide assistance to those services interested in exploring various standard setting methods.

6. Must we register one hour before the exam starts? (it feels like "hurry up and wait")

Administration sizes will vary from very few candidates at the smaller sites, to more than 200 at the larger sites. Registration at all sites will begin one hour prior to the start of examinations (see Exam Date/Time on page 6). The registration process includes a number of steps to safeguard exam security (see On Site Protocols on page 7). We also acknowledge that the earlier candidates arrive, the longer they wait for exams to begin (appropriately described as "hurry up and wait"). However, based on experience, a full hour is needed to register all candidates at the larger sites. We appreciate that members keep this in mind when scheduling their travel/arrival times. Note: Details regarding exam sites/facilities/directions, including number of candidates registered at each site, will be available on the OPC website at www.opconline.ca no later than March 9, 2010.

7. The orientation (instructions) read by the proctor before exams start seems lengthy. Why can't we just start writing?

When examinations begin, the OPC proctor will instruct all candidates regarding key administrative procedures and protocols. This process is necessary to ensure fairness and consistency across all exam sites, and to ensure that all candidates are in receipt of the appropriate exam material before beginning to write examinations. This also affords candidates the opportunity to ask any questions or seek clarification about the exam process prior to examinations starting. We acknowledge that candidates are anxious to

begin writing; however, we appreciate their patience and cooperation. Note: these instructions are exclusive of the three hours writing time. Relatively few complaints of this nature have been voiced. Largely, candidates' feedback reflected that the process was clear and creates a level playing field across all exam sites.

8. Why are proctor escorts required for washroom visits?

The provision of proctor escorts for washrooms is but one of a number of protocols in place to protect exam security and ensure fairness and consistency across all exam sites. Proctors will be instructed to monitor washroom usage to ensure that only one person is using the washroom facility at any time and that examination material remains in the examination room. This will allow exam candidates to focus on writing the exam versus waiting in line for an opening at the washroom, in particular at the larger sites with limited washroom facilities. Proctor escorts also help to alleviate any perception of opportunity for dishonest activity.

9. Why does it take so long to get the exam results?

Considerable quality control measures are in place to ensure that the accuracy and correctness of examination results, all of which require considerable time and attention to detail. These include the Appeal Review Process, Item Analysis and Review, and Scoring of Examinations (information about these processes can be found earlier in this document).

In 2008, 159 candidates completed and submitted Request for Appeal forms, citing 101 different exam items as subject of appeal (as compared with 2007: 63 candidates citing 61 different items). The Appeal Review Process, much like the Item Analysis and Review Process, involves considerable time and resources, collating and reviewing data and consulting with subject matter experts. The end result is to ensure that problematic items (e.g. items that are either extremely difficult or flagged by exam candidates as ambiguous or otherwise problematic) are dealt with in a fair and consistent manner.

With respect to scoring, although Scantron forms are scanned and scored electronically (using appropriate hardware and software), random manual checks are also conducted to ensure accuracy of the scoring equipment.

Prior to reporting final results to police services, OPC cross references the candidate information with the registration sign-in sheets to ensure that all member results are accounted for. Frequently, additional searches are required for candidates who have incorrectly entered their identifying information (e.g. name, exam level, police service code, etc.) on the Scantron form.

These are but a few examples of the quality control measures undertaken prior to reporting final results to services. OPC appreciates everyone's patience in this regard.

10. Why is the Supervision & Management text set in different fonts, and missing some pictures and illustrations ("no copyright permission")?

Over the years, a number of different study resources have supported supervision and management content. Advisory member services have long expressed a desire to adopt a Canadian text with police-specific content; however no single text satisfied the identified needs. In 2007, a decision was made to create a custom text using content from a variety of sources. A total of 17 individuals (nine officers seconded to OPC and eight OPC instructors, including members of the Race Relations and Adult Education Unit) participated in reviewing and rating material for its range, role-relevance, language and appropriateness of content. The end result was a custom publication; the final selections consist of 11 readings from eight different publications. The rules for custom publication specify the use of *exact copies*, thus the formatting, font, and page numbers for each reading appear the same as in the original publication. A number of illustrations were removed from Reading #1. This decision was made primarily due to copyright costs, which would have inflated the list price of the text. The removal of these illustrations does not affect the context of the material.