

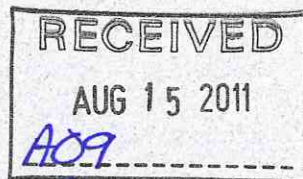
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Niagara Regional Police Service

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REPORT OF THE POLICE SERVICE

TO

Public agenda

THE REGIONAL MUNICIPALITY OF NIAGARA POLICE SERVICES BOARD

Board Report Number: 1881 2011
Date of Report: 2011-08-04
Date of Board Meeting: 2011-08-25

**Acting Chair Todd Shoalts
and Members of the
Regional Municipality of Niagara Police Services Board**

Reference: By-Law 217-2000 Supervision

Recommendation: That this report be received for the information of the Board.

Background:

Section 29 of the *Adequacy Standards Regulation* requires a Police Services Board to have a policy on supervision.



In compliance with the legislation, the Regional Municipality of Niagara Police Services Board has implemented such policy as detailed within *Board By-Law No. 217-2000*.

Section 5 of the By-Law states:

The Chief shall make a written report to the Board on or before August 30 of every year in respect to supervision. This report will contain:

- a) *a summary of the written procedures regarding supervision; and*
- b) *the status of Service compliance with the said procedures;*

The Chain of Command

General Order 067.04 entitled "*Organizational Structure,*" details the organizational structure of the Niagara Regional Police Service. The Organizational Chart attached to the Order simplifies this structure. Section 3.4 of the Order specifies the chain of command for sworn members as follows:

- (a) Chief of Police;
- (b) Deputy Chief of Police;
- (c) Superintendent;
- (d) Inspector
- (e) Staff Sergeant
- (f) Sergeant
- (g) Constable

Section 3.5 specifies the civilian members' chain of command as being:

- (a) Chief of Police;
- (b) Chief Administrative Officer
- (c) Director
- (d) Manager;
- (e) Supervisor;
- (f) Non-Supervisory Personnel.

The General Order also serves to outline various reporting responsibilities in regard to:

- (a) normal day-to-day operations;
- (b) situations where command members are absent or otherwise not available due to unforeseen circumstances;
- (c) the absence of command officers where the Inspectors assigned to the Duty Office are responsible for "the command, control, and co- ordination of all areas of the Service."

Front Line Supervision

Supervisors on the front line hold the ranks of Sergeant, Staff Sergeant, and Inspector. These three mid-level management ranks form the backbone of supervision for the more than three hundred officers who work under them. Front line supervisors also have the greatest amount of contact with the general public. Each of these three levels of supervision has a very unique and important role to fill with respect to the delivery of police services.

Sergeants –Forty (40) Sergeants are authorized to operate on front line platoons; this group is the largest and most influential complement of supervisors in the Service. These officers work shifts alongside the front line constables, providing immediate and direct supervision on a twenty-four hour basis.

Platoon Sergeant duties include but are not limited to: briefing the officers before shift, preparing the duty roster, managing overtime, monitoring and directing response to calls for service, providing backup for constables, responding to calls for service and generally ensuring that Service policy and procedure is followed during operations. They also have frequent contact with members of the community and are available to address concerns when the presence of a supervisor is requested.

In the smaller districts, the front line Sergeant is the Platoon Commander. On night shift, when the division is closed, the Platoon Sergeant is the highest-level supervisor assigned to the division.

Staff Sergeants – Fifteen (15) Uniform Staff Sergeants provide an essential bridge between the frontline officer and the senior manager. The rank provides balance in mid-level supervision; it has sufficient weight to carry the post of District Commander, yet still allows for direct supervision with respect to operations at the platoon level.

In the larger districts, the Staff Sergeant functions as the Platoon Commander, providing supervision for Sergeants and Constables, while working closely with the District Commander (an Inspector). Staff Sergeant duties (for St. Catharines, Niagara Falls and Welland) include but are not restricted to: managing the intake, care and release of prisoners, commanding platoons, managing the front desk personnel, handling overtime, fielding public complaints, assessing member job performance and reviewing reports and Crown briefs.

In the smaller districts (Fort Erie, Port Colborne and Grimsby) the Staff Sergeant fulfills the responsibility of the Divisional Commander. In this capacity, the Staff Sergeant assumes a challenging role, with all of the public and administrative duties that it entails.

Duty Inspectors - (*see also Duty Office in next section*) the four Duty Inspectors are the highest-ranking officer working front line duties. Utilizing a highly visible

marked patrol car, the Duty Inspector oversees operations across the entire region. This officer provides the final level of senior management supervision during a night shift, and assumes the role of incident commander during serious occurrences, until relieved.

The Duty Office

General Order 181.03, entitled "*Duty Office*," provides for "senior management support... at all times to members of this Service." Section 3.1 provides for twenty-four hour supervision throughout the Service. Section 3.2 and 3.3 serve to detail both the general and specific responsibilities of the Duty Officer, which include:

- (a) Ensure supervision of Uniform Patrol and other units;
- (b) Ensuring members are performing their duties in accordance with existing rules, regulations and policies of the Service;
- (c) Attend at incidents and ensure an adequate level of police service;
- (d) Ensure that communications from other jurisdictions are properly processed;
- (e) Make a daily report to the Superintendent in Charge of the respective Regions as to their activities and any deficiencies found;
- (f) Liaise with the media when required;
- (g) Perform duties as required by General Orders;
- (h) Liaise with front line supervisors to manage staffing and personnel issues and to ensure they are carrying out their responsibilities effectively;

Requirements of the Chief of Police

Section 1.4 subsection (a) of By-Law 217-2000 requires the Chief of Police, "*Ensure that there is supervision available to members of the Police Service twenty-four hours a day.*"

The current shift system and authorized staffing levels ensures that there are three (3) Uniform Staff Sergeants and at least ten (10) Sergeants on duty 24 hours a day, seven days a week.

Section 1.4, subsection (b) of By-Law 217-2000 requires that the Chief of Police: "*Establish procedures and processes on supervision, including setting out circumstances where a supervisor must be contacted and when a supervisor must be present at an incident.*"

Generally, Niagara Regional Police Service General Orders outline the circumstances that demand the notification of, report to or attendance of a supervisor. Further, such orders list the individual responsibilities of the pertinent supervisor. Below

are only two examples of the many General Orders that call for the notification and/or attendance of a supervisor.

General Order 222.02 entitled "*Workplace Violence*" requires that supervisors/managers assume some responsibilities to keep the workplace free of violence. Section 3.13 requires that supervisors are expected to make every reasonable effort to ensure that the work environment remains free of violence and is expected to intervene in the event that a violent incident occurs and/or is reported. Supervisors are obligated to participate in the required training as outlined in section 3.16, and expected to maintain records of any observed or reported instance of workplace violence, and their action or response, as per section 3.17

Similarly, General Order 028.07, entitled "*Sudden Death and Homicide*," also requires the attendance of a supervisor. Section 3.1 directs that the Patrol Sergeant shall attend the scene of all sudden death investigations and assist the first officer at the scene. Section 3.2 requires the notification of the Staff Sergeant in charge of the Major Crime Unit in cases where the death is of a suspicious nature. Section 3.10 speaks to the sudden deaths of females, and demands the attendance of the Patrol Sergeant who is responsible to notify the Divisional Detective Services Staff Sergeant/Sergeant or Duty Officer and the Forensic Services Sergeant and the Coroner. Section 3.23 speaks to deaths that result from industrial accidents and calls for a similar response from the Patrol Sergeant, including the notification of the Ministry of Labour.

Section 1.4 subsection (c) of By-Law 217-2000 requires the Chief of Police to: "*Ensure that the Police Service's supervisors have the knowledge, skills and abilities to supervise.*"

This requirement has been satisfied through the implementation of policy and procedure relating to the selection of supervisors. These processes are detailed in the following general orders:

- (i) the Uniform Promotion System -G.O. 105.07
- (ii) the Inspector Selection Process -G.O. 176.04 (temporarily suspended/revoked pending review)
- (iii) the Superintendent Selection Process -G.O. 128.02 (temporarily suspended/revoked pending review)

With respect to the Uniform promotion system, a qualifying examination relating to one's knowledge of legislation, community policing and the principles of effective supervision and management must be successfully completed. Further, an additional examination designed to test the officer's knowledge of specific Niagara Regional Police Service General Orders, must also be successfully completed before a member can fulfill the role of either a Sergeant or a Staff Sergeant in an acting

capacity. Prior to consideration for promotion, a member must be qualified to act in the rank sought.

The promotional system strives to ensure that those members identified for promotion are the most qualified. This usually entails a three level process beyond the qualifying exam whereby the pertinent skills are analyzed and graded.

To ensure that members have the required knowledge, skills, and abilities to supervise beyond their selection, several training and career development requirements have been implemented;

- 1) The **Career Development** office was instituted to ensure timely training and assignment of individuals to gain experience and knowledge
- 2) The **Training Unit** oversees selection of candidates for supervisory courses in other institutions.
- 3) Upon successfully completing the qualifying written examinations for a supervisory position, a member is permitted to engage in supervisory duties of the rank above in an acting capacity. This allows the candidate to develop the skills of that position and allows for evaluation of the candidate for promotion potential.

Year at a Glance

2011 continues to be another year of transition for the Service, given that the number of members eligible for retirement remains high. The signing of a new collective agreement has likely contributed to a number of those retirements.

At the time of this report, a Uniform promotional process was completed in June of 2011. This process identified five (5) members for promotion to the rank of Staff Sergeant and twelve (12) members for promotion to the rank of Sergeant.

The role of the supervisor is crucial to ensure the delivery of adequate and effective policing services to our communities. By selecting capable people to provide leadership and guidance; and providing them with tools and measurements to assess performance and ensure accountability, the Service will be in a position to meet the challenges associated with a changing demographic profile.

Relevant Policy Considerations:

By-Law 217-2000

Policing Standards Manual – Supervision

General Order 067.04 – Organizational Structure

General Order 181.03 – Duty Office

General Order 222.02 – Workplace Violence

General Order 028.07 – Sudden Death and Homicide

General Order 105.07 – Uniform Promotion System

Cost of Recommendations:

No costs are associated with the receipt of this report.

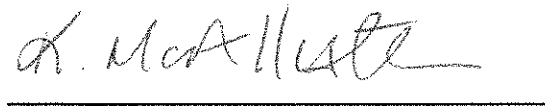
Alternative Options:

Not to receive this report.

Reasons for Recommendation:

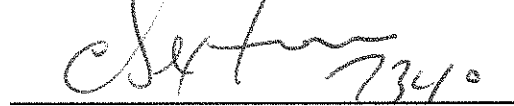
To comply with the reporting requirement of the said Board By-law.

Prepared by:



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Deputy Chief**

Reviewed by:



**Clifford Sexton
A/Deputy Chief of Police**

Respectfully submitted by:



**Wendy E. Southall
Chief of Police**