



NIAGARA REGIONAL POLICE SERVICE

Police Service Board Report

PUBLIC AGENDA

Subject: Annual Report - Supervision - January 1 to December 31, 2024
Report To: Chair and Members, Niagara Police Service Board
Report Date: 2025-07-01

Recommendation(s)

That the Niagara Police Service Board (Board) receive this report for information.

Key Facts

- The purpose of this report is to advise the Board that the Niagara Regional Police Service (Service) is in compliance with By-Law 502-2024, a by-law respecting Supervision.
- The Chief is required to make a written annual report to the Board with respect to supervision.
- This report is submitted to the Board for review and consideration of information relating to the Service's response to By-Law 502-2024.

Financial Considerations

There are no financial implications relating to the recommendations contained within this report.

Analysis

Section 17 of Ontario Regulation 392/23: Adequacy and Effective Policing (General) requires the Chief of Police to establish procedures and processes on supervision.

In compliance with the Community Safety and Policing Act, 2019, and Ontario Regulation 392/23, the Regional Municipality of Niagara Police Service Board implemented policy as detailed within Board By-Law 502-2024, a by-law respecting Supervision, and Part LE-025 of the Policing Standards Manual.

Section 5 of the By-Law directs the Chief of Police to make a written report to the Board on or before August 30 of every year in respect to supervision. This report shall include:

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

This Board report will outline each of the above and confirm our compliance with the By-Law:

a) *“... summary of the written procedures regarding supervision...”*

The Chain of Command

General Order 067.09 – Organizational Structure, details the organizational structure of the Service. The organizational chart attached to the Order simplifies this structure.

Section 3.5 specifies the chain of command for members in an operational capacity as follows:

- (a) Chief of Police.
- (b) Deputy Chief of Police – Operational Services.
- (c) Superintendent.
- (d) Inspector.
- (e) Staff Sergeant.
- (f) Sergeant.

Section 3.7 specifies the chain of command for members in a non-operational capacity as follows:

- (a) Chief of Police.
- (b) Deputy Chief of Police – Support Services.
- (c) Director.
- (d) Manager; and
- (e) Coordinator/Supervisor.

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

- normal day-to-day operations, reporting, and supervision.
- situations where command members are absent or otherwise not available due to unforeseen circumstances.
- the absence of command officers where 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 include Sergeants, Staff Sergeants, and Inspectors. These ranks form the backbone of supervision for the more than three hundred officers who work under them. Each of these three levels of supervision has a unique and important role to fill with respect to the delivery of policing services.

Sergeants: Forty-two 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 front line constables, providing immediate and direct supervision on a twenty-four-hour basis. Patrol Sergeant duties include briefing officers before shift, preparing duty rosters, 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 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 smaller districts (Fort Erie, Port Colborne, Grimsby), the front-line Sergeant is the Platoon Commander. On night shifts and on weekends, a Sergeant is the highest-level supervisor assigned to the district.

Staff Sergeants: Fifteen Uniform Staff Sergeants provide a bridge between frontline officers and senior managers. This 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 (St. Catharines, Niagara Falls, and Welland), the Staff Sergeant functions as the Platoon Commander, providing supervision for Sergeants and Constables, while working closely with District Commanders (Inspectors). Staff Sergeant duties (for St. Catharines, Niagara Falls, and Welland) include commanding platoons, managing front desk personnel, handling overtime, fielding public complaints, assessing member job performance, and reviewing reports and crown briefs.

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

Duty Inspectors: Four Duty Inspectors are the highest-ranking officers working front line duties. Working from the Service's headquarters and utilizing a marked patrol vehicle when in the field, the Duty Inspector oversees operations across the entire Region. This officer provides senior management supervision during a night shift and assumes the initial role of incident commander during serious occurrences, until relieved by a Critical Incident Commander.

The Duty Office

General Order 181 entitled "Duty Office," provides for "senior management support... at all times to members of this Service."

Section 3.2 and 3.3 serve to detail both the general and specific responsibilities of the Duty Officer, which include:

- (a) while on duty and in the absence of other senior officers, ensuring that Uniform Patrol and other Units are properly supervised and that there is an appropriate police response to calls for service;
- (b) ensuring that members are performing their duties in accordance with existing rules, regulations, and policies of the Service. Where deficiencies are found, take corrective action through liaison with supervisors, district and/or unit commanders, unless circumstances demand immediate personal intervention;
- (c) attending the scene of incidents where, in their judgment, attendance of the Duty Officer is required to ensure that an adequate level of police service is being rendered;
- (d) reporting on a daily basis to the Superintendent in charge as to their activities and any deficiencies found, recommendations, or corrective action taken during each tour of duty;
- (e) in the absence of the Media Relations Officer, liaising, as necessary, with the media for the purposes of the release of information regarding newsworthy incidents;
- (f) performing the duties as required by General Orders, such as those involving pursuits, missing persons, and returning persons on warrants held by the Service;
- (g) visiting each District on a regular basis and liaising with front line supervisors;
- (h) attending uniform and specialized unit briefings and performing inspections of personnel and equipment and maintaining a log;
- (i) ensuring responsibilities as directed by the Chief of Police are met;
- (j) ensuring where appropriate that all reporting of incidents as required in General Orders to Senior Staff up to and including the Chief of Police are met;
- (k) suspension of members (Note: suspensions of members will be performed by a confirmed Senior Officer only);
- (l) arbitration of staffing issues;
- (m) providing counseling, guidance, and discipline to members where such action is necessary;
- (n) ensuring that Uniform Supervisors are attending the scene of incidents as set out in specific General Orders;
- (o) understanding that Duty Officers are subject to operational call response in emergency situations subject to the exigencies of the Service, they will attend community meetings and other special events or functions as a representative of senior management and the Chief;
- (p) performing other duties as directed; and,
- (q) when an incident falls within the mandate of the Special Investigations Unit (SIU), refer to General Order 079, Special Investigations Unit.

Supervisor Responsibilities

In that same General Order (Duty Office), section 3.4 states the District Uniform Staff Sergeant, Communication's Supervisor, and Sergeant in charge of the station will ensure that the Duty Officer, when on duty, is notified of all major incidents or other matters required by General Order or requiring the attention of a senior officer.

Requirements of the Chief of Police

Section 1.4, subsection (a) of By-Law 502-2024 requires the Chief of Police to, "ensure that there is supervision available to members of the police force twenty-four hours a day."

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

Section 1.4, subsection (b) of By-Law 502-2024 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."

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.

Section 1.5 of By-Law 502-2024 and LE-025 of the Policing Standards Manual (PSM-2000), contains guidelines directing the Service relative to supervision. In addition, Section 10 requires the Chief of Police to "ensure that the police force'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) General Order 105 – Uniform Promotion System
- (ii) General Order 233 – Uniform Senior Officer Selection Process

With respect to the uniform promotion system, in 2024, 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 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.

2024 Year at a Glance

2024 saw a significant transition in Leadership.

The 2024 anticipated promotional opportunities for Sergeant and Staff Sergeant were five vacancies for Sergeant and five vacancies for Staff Sergeant. However, by the end of 2024, fifteen members were promoted to the rank of Sergeant and ten members were promoted to the rank of Staff Sergeant.

In the Senior Officer rank, one member was promoted to Chief, two members were promoted to the rank of Deputy Chief, three members were promoted to the rank of Superintendent and four members were promoted to the rank of Inspector.

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.

- b) "... the status of Service compliance with the said procedures..."

As outlined in the paragraphs above, the Service is in compliance with all related procedures.

Alternatives Reviewed

Not applicable.

Relationship to Police Service/Board Strategic Priorities

To comply with the provisions of Board By-Laws and to maintain compliance with Adequacy and Effective Policing.

Relevant Policy Considerations

Board By-Law 502-2024 – A By-Law Respecting Supervision (LE-025)
Policing Standards Manual: Supervision (LE-025)
General Order 067 – Organizational Structure
General Order 181 – Duty Office
General Order 105 – Uniform Promotion System
General Order 233 – Uniform Senior Officer Selection Process

Other Pertinent Reports

8.12 – 2024.09.26 – Annual Report – Supervision – January 1 to December 31, 2023.

This report was prepared by Nicole Abbott, Detective Sergeant, Executive Officer to the Deputy Chiefs of Police, Community & Operational Services. Recommended by Mario Lagrotteria, Deputy Chief, Community Services.



Submitted by:

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Chief of Police

Appendices

Not applicable