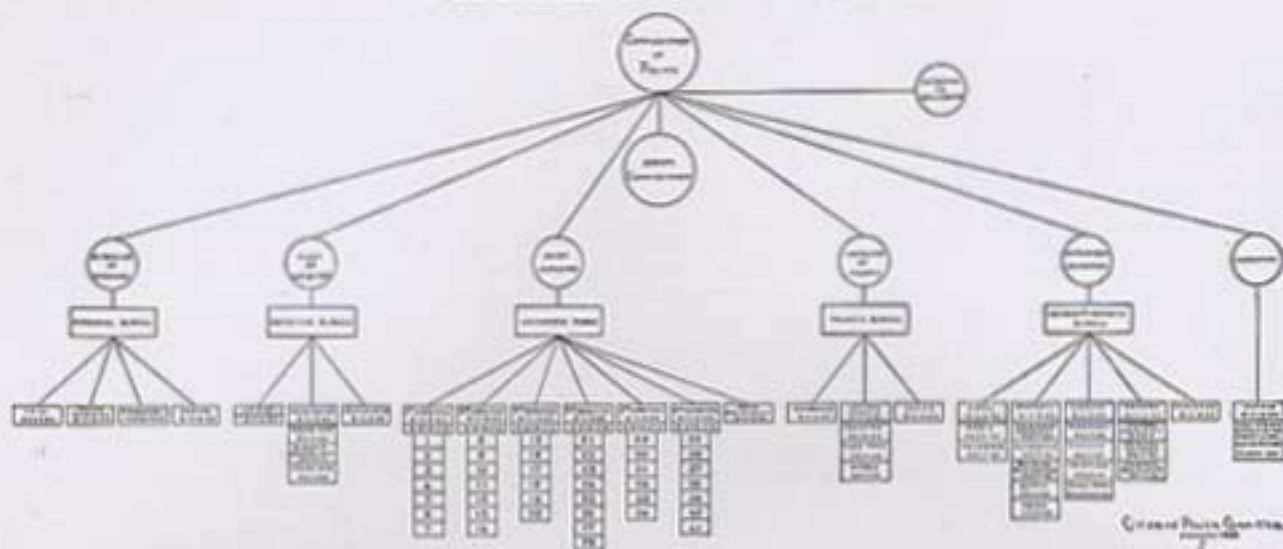


PROPOSED ORGANIZATION OF THE CHICAGO POLICE DEPARTMENT



Citizens' Police Committee Would Reorganize Chicago Force

THE Chicago police force, as the Citizen's Police Committee found it, consisted of no less than twenty separate and distinct offices, bureaus, divisions, or sections owing direct, administrative responsibility to the police commissioner. The highest police authority was therefore burdened with a task of detailed supervision greater than that of any of his subordinates and far exceeding the capacity of any one man. It is practically impossible for the police commissioner to make daily or intimate contact with the heads of the twenty separate units directly responsible to him. The situation was further aggravated by the location of the police commissioner's office in the City Hall, more than a mile distant from police headquarters, where most of his immediate subordinates are located.

The structural arrangement of any administrative body is often a matter of serious moment. When the body in question is the police force of a great city, and comprises in excess of 6,000 men who are distributed over an area of 200 square miles, the question of organization assumes major importance. Efficient conduct of police operations clearly requires that the basic principles of organization be observed both in theory and in practice. These basic principles are three in number.

The first is concerned with administrative leadership, which implies a unified command, exercised directly and continuously upon the several functions or services.

The second involves limitation in the number of major units so as to permit

general supervision by the leader. While the number of such major units must depend, in some degree, upon the pur-

A Valuable Series of Reports

After an extensive survey of the Chicago Police Department, the Citizens' Police Committee, headed by Professor Leonard D. White, and with Bruce Smith as Staff Director, has offered some very timely and practical suggestions for the improvement of the police structure of that city. This reorganization plan, though it deals with one of the largest police systems in America, is based on principles which have application to much smaller police departments.

The accompanying article follows very closely, in somewhat abridged form, a portion of Report No. 4 of the series which the Citizens' Police Committee has been submitting in recent weeks to the Police Commissioner of Chicago. The reorganization plan is now before the Public Safety Committee of the City Council of Chicago, and early favorable action on its recommendations is expected.

The work of the Citizens' Police Committee has now been going on for twelve months. It has covered every feature of the administration of the Chicago Police Department. The survey proper has been completed, but will not be published until the work of installing the recommendations has been brought to a close.

Copies of the series of pamphlet reports are obtainable from the Municipal Reference Library, 1005 City Hall, Chicago, at 3 cents each, to cover cost of mailing.

pose and character of the organization, such units cannot be too numerous, or the leader will become entirely engrossed in detail.

The third principle of organization is a natural consequence of the second, and involves the grouping of related activities in such manner that a small number of bureau chiefs may exercise daily supervision under the general control of the administrative head.

The accompanying organization chart also shows that intimately related functions and activities are parceled out to a number of independent bureaus, divisions, and sections. For example, responsibility for traffic regulation is divided between the traffic division, the motorcycle section, the vehicle section, and the 41 district commanders. The largest traffic problem of the city, represented by the central traffic zone, is handled as a mere adjunct to the work of the first division. Likewise, personnel matters are distributed among the drillmaster, chief surgeon, and first deputy commissioner. Property management and control are vested in the property section, lost and stolen property section, first deputy commissioner, and department secretary. Similar conditions exist with respect to criminal records and criminal investigations.

This scattering of responsibility for related activities has two immediate results. It prevents systematic planning and the economical use of man-power. The only possible coordinating influence is the police commissioner, already overburdened with detail and too far removed from the scene of daily admini-