Police Organization and Administration

CJ 3600
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Week 5
Organizing

• The process of determining the formal structure of task and authority relationships is organizing.

• The major concerns in organizing are:
  – Identify what jobs need to be done
  – Determine how to group jobs
  – Form grades of authority
  – Equalize responsibility and authority

• Organizations often utilize an organizational chart that reflects the formal task and authority relationships.
Police specialization

• A basic feature in traditional organizational theory
  – Produces different groups of functional responsibility
  – Staffed by people believed to be especially or uniquely qualified to perform specific tasks
  – Crucial to effectiveness and efficiency in large organizations
  – Makes the environment more complex by complicating communication
    • Increases the number of units
Advantages

• In large organizations it allows for
  – Placement of responsibility
  – Development of expertise
  – Promotes *esprit de corps*
  – Increased effectiveness and efficiency
  – Is viewed as the path to operational effectiveness

• Traffic
• SWAT
• Detective units
  – Vice
  – Arson
  – Auto theft
The Principle of Hierarchy

• Requires that each lower level in the organization is supervised by a higher level.
  – Results in multiple spans of control
    • Only one aspect of the management process
    • How many workers can one supervisor effectively supervise or control
      – At lower levels the number may be higher
        ▶ Sergeants can effectively supervise 7-10 officers
        ▶ Lieutenants between 3-5
        ▶ Chiefs between 2-3
  – Span of management – more suitable term
    • Describes the number of people that a supervisor can manage effectively
Structure and Design

• Typically two areas of formal structure”
  – Vertical differentiation
    • Based on levels of authority or positions holding formal power within the organization
  – Horizontal differentiation
    • Usually based on activity
    • Common grouping of activities include
      – Clientele – juvenile, gang unit, dignitary protection
      – Style of service – patrol or criminal investigation
      – Geography – localize command based on area
      – Time – shift work
      – Process – CSI, automotive, quartermaster
Top-down vs. Bottom-Up

• The level of complexity in a police organization is largely determined by the amount of horizontal and vertical differentiation exists.
  – Bottom-up focuses on combining tasks into larger and larger sets of tasks
    • Preliminary investigation – added duties
  – Top-down looks at the overall work of the organization at the top and splits this into more increasingly specialized tasks
    • Protect & serve – translates into tasks moving from top to bottom
Types of Organizational Design

- **Line**
  - Oldest, simplest, and clearest form of organizational design

- **Line and Staff**
  - The addition of support functions to the line

- **Functional**
  - A modification of the line structure

- **Matrix**
  - The assignment of members to functional areas
Line

- Authority flows from the top to the bottom in a clear and unbroken line
- Creates a set of superior-subordinate relations in the hierarchy commonly called the *chain of command*
- Those elements if a police agency performing the work the agency is intended for
- Generally found in small agencies.
Line and Staff

- As more demands are placed on the organization there is a need to add internal support functions
- Often provides expert advice in special knowledge areas
- Relieves line managers from performing tasks they are least qualified for
- Achieves agency wide conformity
- Reduces/eliminates special problems
Functional

- A modified line and staff structure modified by the delegation of management authority to personnel outside the normal span of control.
- Maximizes the use of specialized units, or subunits
  - Anti-crime squads
  - Traffic details
  - Payroll records
  - Training units
  - Firearms
Matrix

- Assigning personnel from functional areas
  - Patrol
  - Detectives
  - Support services

  to specific projects
  - Task forces
    - Drug
    - Auto theft
  - Crime specific problems
  - Homeland security
    - UASI
    - JTTF
The Informal Organization

• Does not appear on organizational charts
• Does exist in every organization
  – Can be extremely effective
  – Can be extremely detrimental
• Based on
  – The needs of workers
  – Attitudes
  – Emotions
• Built on
  – Friendships
  – Common desires
• Several important characteristics
  – Naturalness
    • Natural and spontaneous
  – Group dynamics
  – Empathy
  – Social distance
    • Members do not feel too much social distance
  – Democratic orientation
  – Leadership
    • Emerges naturally
  – Group pressures
  – Cohesiveness and unity
Force multipliers

- Many agencies have expanded their ranks through the use of force multipliers:
  - Citizen police academies
  - Citizens on patrol
  - Police reserves/specials
  - Volunteers
  - Citizen Emergency Response Team (CERT)