



UNITY OF COMMAND AND SPAN OF CONTROL SCHEDULE PILOT PROGRAM

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CALEA:	Law Enforcement Standards in Chapters 11 and 41		

I. PURPOSE

This directive:

- A. outlines the implementation of the Unity of Command and Span of Control Schedule Pilot Program to enable more effective and efficient supervision, mentoring, officer support, and policing.
- B. identifies the scope of the Unity of Command and Span of Control Schedule Pilot Program to include the 004th, 006th, and 007th Districts.

II. SCOPE

The Unity of Command and Span of Control Schedule Pilot Program will:

- A. continue in the 004th, 006th, and 007th Districts.
- B. not include watch personnel assigned to fixed day-off groups 8 through 14 (e.g., school resource officers, community policing) or district personnel assigned to the tactical teams or district administration.

NOTE: District tactical teams will maintain the concepts of unity of command and span of control as outlined in this directive. However, the assignment and supervision of the district tactical teams, including day-off-groups, watches, and the concepts of unity of command and span of control, will continue to be governed by the Bureau of Patrol Special Orders titled "District Tactical Teams" and "District Tactical Teams - Day Off Group and Watch Rotation."

III. GENERAL INFORMATION

- A. **Unity of Command** is defined as police officers who are assigned to their clearly identified immediate primary sergeant with the same start time and same regular day off (RDO) group operating in a consistent geographical area.
- B. **Span of Control** is defined as the ratio of police officers assigned per sergeant. For the Unity of Command and Span of Control Schedule Pilot Program, the participating districts will maintain a span of control that will be no greater than ten police officers assigned to their clearly identified immediate primary sergeant achieving no more than a 10:1 employee to supervisor ratio.
- C. **Design and Benefits.** The Unity of Command and Span of Control Schedule is designed:
 - 1. to benefit district operations and allow for the efficient use of resources by:
 - a. allowing a sufficient amount of field supervisors to allocate more time to effectively supervise members under their command, including:
 - (1) providing leadership and support,
 - (2) mentoring to improve performance and professional growth, and
 - (3) guiding and directing safe, lawful, and effective policing, including community policing and engagement efforts.

- b. eliminating the nine-hour tour of duty shift overlap and thus eliminating the use of the "R" designation for 1st watch beat numbers.
- c. providing for increased consistency in personnel assignments, including start times, geographic area assignments, and supervisory assignments.
- d. increasing consistency in equipment and vehicle assignments.

NOTE: Each beat will be assigned a consistent primary vehicle that will be exchanged between watches, when the vehicle is available from the previous watch. If the assigned primary vehicle for a beat is unavailable (e.g., assigned to a hospital detail, late assignment), the watch operations lieutenant will ensure the oncoming beat is provided with a vehicle until the beat's primary vehicle becomes available.

- e. allocating time to complete district-level training and for face-to-face relief and debriefing between watches.

2. to provide for the consistent deployment of district-level field units, including:

- a. a full complement of beat officers on every watch.
- b. a minimum of one rapid response unit for each sector on every watch.
- c. regularly providing each watch with the appropriate specialty discretionary assignments, including the traffic car, park car, and squadrol.
- d. assigning two-officer units on 1st and 3rd Watch and one-officer beat cars on 2nd Watch with two-officer rapid response units and specialty assignments, when personnel are available to do so.
- e. regularly deploying a minimum of four field sergeants on every watch.
- f. providing dedicated discretionary resources for use by district commanders (e.g., 06 team, mission activity) for increased community-centered policing and engagement and to address violence, crime, and disorder conditions.

D. **Structure and Implementation.** The Unity of Command and Span of Control Schedule is based on a team concept.

1. Pilot program field sergeants and police officers will be assigned, at the discretion of the district commander, to a team associated with a day-off group and a specific assignment (primary sector, sector relief, or discretionary resource). Each team will:

- a. consist of a sergeant and a designated number of police officers assigned to the same day-off group.
- b. be assigned as either a primary sector, sector relief, or discretionary resource. While the team will be assigned to work the same sector or geographic area, the daily schedule assignment line-ups will continue to be prepared by the appropriate district station supervisor (DSS), consistent with the designated period assignments and the Department directive titled "[District Station Supervisors](#)."
- c. be managed by a sergeant and, as a team, will work together under the direction of the sergeant to engage the community and address violence, crime, and disorder conditions within their respective assignments.

2. Watch field personnel will be assigned to teams.

- a. **Primary Sector Teams.** Four primary sector teams (A, B, C, and D) will regularly work their four-day work week as the same sector (e.g., 10, 20, 30, 40—Rapid Response).

- b. **Sector Relief Teams.** Two sector relief teams (E and F) will regularly work their four-day work week as RDO relief for the primary sector teams within the same two sectors (e.g., Team E will work the 10 and 30 sectors, two days each).
- c. **Discretionary Resource Teams.** Additional teams of discretionary resources will contain the remaining watch field personnel. The discretionary resources will be used first and foremost to fill the sergeant and police officer vacancies in the primary sector teams and sector relief teams due to furlough, furlough extensions, medical, and other discretionary time off. Additional available personnel will be used at the discretion of the district commander for increased community-centered policing and engagement and to address violence, crime, and disorder conditions.

EXAMPLE: Discretionary resource team personnel include squadrol officers, park car officers, traffic car officers, etc.

- 3. The below matrices provide a visual representation of the Unity of Command and Span of Control Schedule team assignments, day-off group assignments, and relief rotation.

E. Assignment/Day-Off Group and Sector Assignment/Relief Matrices (61, 63, 65 Series)

<u>ASSIGNED TEAM</u>	<u>DAY OFF GROUP</u>	<u>PRIMARY ASSIGNMENT</u>	<u>TOUR OF DUTY START</u>
A	61	10 Sector	EARLY
B	63	20 Sector	LATE
C	65	30 Sector	EARLY
D	61	40—Rapid Response	LATE
E	63	10 and 30 Sector Relief	EARLY
F	65	20 and 40 Sector Relief	LATE
G, H, I, J, etc.	61, 63, or 65 (as designated by the district commander)	Discretionary Resources (as designated by the district commander)	VARIES (as designated by the district commander)

	Department calendar dates that indicate day-off groups					
	<u>61-62</u>	<u>62-63</u>	<u>63-64</u>	<u>64-65</u>	<u>65-66</u>	<u>66-61</u>
<u>10 Sector</u>	E	A	A	A	A	E
<u>20 Sector</u>	B	F	F	B	B	B
<u>30 Sector</u>	C	C	C	E	E	C
<u>40 Rapid</u>	F	D	D	D	D	F
<u>RDO</u>	A, D	B, E	B, E	C, F	C, F	A, D

F. Assignment/Day-Off Group and Sector Assignment/Relief Matrices (62, 64, 66 Series)

<u>ASSIGNED TEAM</u>	<u>DAY OFF GROUP</u>	<u>PRIMARY ASSIGNMENT</u>	<u>TOUR OF DUTY START</u>
A	62	10 Sector	EARLY
B	64	20 Sector	LATE
C	66	30 Sector	EARLY
D	62	40—Rapid Response	LATE
E	64	10 and 30 Sector Relief	EARLY
F	66	20 and 40 Sector Relief	LATE
G, H, I, J, etc.	62, 64, or 66 (as designated by the district commander)	Discretionary Resources (as designated by the district commander)	VARIABLES (as designated by the district commander)

	Department calendar dates that indicate day-off groups					
	<u>61-62</u>	<u>62-63</u>	<u>63-64</u>	<u>64-65</u>	<u>65-66</u>	<u>66-61</u>
<u>10 Sector</u>	E	E	A	A	A	A
<u>20 Sector</u>	B	B	F	F	B	B
<u>30 Sector</u>	C	C	C	C	E	E
<u>40 Rapid</u>	F	F	D	D	D	D
<u>RDO</u>	A, D	A, D	B, E	B, E	C, F	C, F

G. **Tableau Dashboard.** *The Unity of Command and Span of Control Analysis Dashboard provides participating districts a visual data verification for the fulfillment of the district's required operations with span of control and unity of command. The dashboard presents four visualization displays:*

1. Unity of Command Tab. The unity of command visualization display tracks the total number of officers who worked in their assigned squad versus squad worked on a daily basis.
2. Unity of Command by Employee Tab. The unity of command by employee visualization display tracks the total number of officers who worked in their assigned squad versus squad worked on a daily basis per individual officer.
3. Span of Control Ratio Tab. The span of control ratio visualization display tracks the total number of officers and sergeants who worked on a daily basis per watch and watch squad.
4. Report Export Tab. The report export visualization display tracks the total number of officers who worked their assigned squad versus the squad worked on a daily basis per individual officer and creates a downloadable document.

IV. **PILOT PROGRAM IMPLEMENTATION PROCEDURES**

The implementation of the Unity of Command and Span of Control Schedule Pilot Program will be as follows:

A. **Watch Assignments**

The annual steady watch selection process will be conducted consistent with the procedures outlined in the Department directive titled "[Steady Watch Selection and Assignment](#)" and consistent with the schedule outlined in the Department directive titled "[Annual Watch and Furlough Selections, Vacation Schedules, and 2022 Operations Calendar.](#)"

B. **Furlough Selections**

The annual furlough selection process will be conducted consistent with the procedures outlined in the Department directives titled "[Furlough Selection and Scheduling for Sworn Members](#)" and "[Annual Watch and Furlough Selections, Vacation Schedules, and 2022 Operations Calendar.](#)"

C. **Day-Off Group Assignments**

1. Each of the piloted districts will be assigned a Day-Off Group series (e.g., 61, 63, 65 or 62, 64, 66) by the Bureau of Patrol and consistent with the pilot program guidelines outlined in this directive and the Bureau of Patrol Special Order titled "District Lieutenants Day-Off Group Assignments and Staffing Levels."
 2. Watch operations lieutenants will be assigned to one of the three day-off groups designated for the district consistent with the pilot program guidelines outlined in this directive, the Bureau of Patrol Special Order titled "District Lieutenants Day Off Group Assignments and Staffing Levels," and the operational needs of the district.
 3. Sergeants and police officers will be assigned to one of the three day-off groups designated for the district consistent with the pilot program guidelines outlined in this directive and the B.O.P. #20-0199, "Day Off Group Bidding and Team Assignments for the Unity of Command and Span of Control."
 4. The newly assigned day-off groups will be in effect as of the **1st police period of 2021 (7 January 2021)**.
 5. Consistent with the Department directive titled "[Steady Watch Selection and Assignment](#)," if day-off group imbalances occur during the implementation of the pilot program, the relevant sections of the appropriate collective bargaining agreement will apply.
- D. District commanders will be responsible for the implementation of the pilot program within their district, including adherence to the concepts of unity of command and span of control and the assignment and tour of duty procedures.

V. **ASSIGNMENT PROCEDURES**

A. The district commander will:

1. designate the team assignments (primary sector, sector relief, or discretionary resource) associated with the pilot program for the affected watch sergeants and police officers at their discretion and consistent with the operational needs of the district and the members' assigned day-off groups.
2. ensure team assignments are posted for each watch prior to each twenty-eight-day police period.
NOTE: The period work sheets will reflect the watch personnel team assignments.
3. periodically evaluate the team and day-off group assignments, at minimum once per twenty-eight-day police period, and make any required changes to ensure compliance with the pilot program and consistent with the respective collective bargaining agreement.

NOTE: Department members newly assigned to a district participating in the pilot program will be designated a day-off group and assignment at the discretion of the district commander.

B. The district executive officer (XO) will:

1. ensure the CLEAR Watch Application records for district personnel are updated as necessary based on changes to assignments. At minimum, the CLEAR Watch Application will be reviewed once per twenty-eight-day police period.
2. ensure the Automated Daily Attendance and Assignment (A&A) records for each watch are completed accurately on a daily basis to reflect the appropriate duty status and team assignments; and

3. review the Unity of Command and Span of Control Analysis Dashboard daily to ensure that the participating district's required operations with span of control and unity of command are occurring.

NOTE: District XOs will consult frequently with the watch operations lieutenants (WOLs) to ensure sustained watch operations with span of control and unity of command.

- C. The district station supervisors will prepare and post the daily schedule assignment line-ups consistent with the designated period work sheets and team assignments.

VI. TOUR OF DUTY PROCEDURES

- A. The tour of duty for the Unity of Command and Span of Control Schedule Pilot Program will remain the 9.0 hour (4 on 2 off) work day duty schedule: 8.5 hours plus a 30 minute uncompensated lunch period. Each tour of duty will consist of:
 1. 45 minutes of roll call that will include:
 - a. attendance, inspection, notifications, briefings, announcements, specific community problems and concerns, and dissemination of information concerning current crime conditions, consistent with the Department directive titled "[Watch Changes - Roll Call Training](#)."
 - b. training activities as designated by the district commander.
 - (1) Team sergeants will ensure members under their command are assigned training activities, including the viewing of streaming videos, and will ensure attendance and compliance with the assigned training.
 - (2) Department members will be required to complete required district-level Department training (e.g., monthly directives training, ethics training, streaming videos, other eLearning curricula) during this time.
 2. 15 minutes of face-to-face relief with the appropriate out-going watch personnel, equipment exchange, and vehicle inspection.
 3. 7.75 hours of directed patrol under the direction of the team sergeant (including the 30 minute uncompensated lunch period).
 - a. Supervisors **should not regularly place members out of service** during time designated for directed patrol to complete required district-level Department training.
 - b. Department members **may be placed out of service** to attend training or activities outside their district of assignment (e.g., firearms qualification, Police Legitimacy and Procedural Justice training).
 4. 15 minutes of check-off roll call that includes face-to-face relief with the on-coming watch personnel, equipment exchange, vehicle inspection, and daily debriefing with the team sergeant.
- B. The district station supervisor (DSS) and personnel assigned to the desk, lock-up, or Strategic Decision Support Centers (SDSC) will follow the same tour of duty schedule outlined in Item VI-A which includes roll call, training, directed duties, and check-off roll call with face-to-face relief.
- C. The tour of duty procedures of Department members assigned to the piloted districts but who are not participating in the pilot program will remain as outlined in existing directives.

D. First Watch

	Roll Call	Check-Off
Early Assignments: 10 and 30 Sectors	2200 hours	0700 hours
Late Assignments: 20 and 40 Sectors	2300 hours	0800 hours
Desk, Lock-up, and SDSC, including DSS	2100 hours	0600 hours

E. Second Watch

	Roll Call	Check-Off
Early Assignments: 10 and 30 Sectors	0600 hours	1500 hours
Late Assignments: 20 and 40 Sectors	0700 hours	1600 hours
Desk, Lock-up, and SDSC, including DSS	0500 hours	1400 hours

F. Third Watch

	Roll Call	Check-Off
Early Assignments: 10 and 30 Sectors	1400 hours	2300 hours
Late Assignments: 20 and 40 Sectors	1500 hours	0000 hours
Desk, Lock-up, and SDSC, including DSS	1330 hours	2230 hours

VII. PILOT PROGRAM EVALUATION

- A. A pilot program evaluation committee will be established by the Department relative to this program and will include, at minimum, representatives from the Bureau of Patrol, the piloted districts, Strategic Initiatives Division, and the Fraternal Order of Police—Lodge 7. The committee will meet as needed, but at minimum on a biannual basis, and make recommendations on the expansion and modification of the pilot program under the direction of the Chief, Bureau of Patrol.
- B. The Strategic Initiatives Division will ensure the appropriate data is available to evaluate the effectiveness of the pilot program, including but not limited to data relating to personnel assignments and scheduling providing unity of command and span of control.
- C. The Audit Section, Professional Standards and Compliance Division, will be responsible for conducting relevant and requested audits of the Unity of Command and Span of Control Pilot Program that will assess the extent to which districts are meeting the requirements of this directive, including the extent to which officers are assigned in a 10:1 ratio to sergeants and the frequency of same squad assignments as their team sergeant.
 - 1. The Audit Section will assist the Bureau of Patrol by providing individual audits of the program on an annual basis and at the request of the Chief, Bureau of Patrol.
 - 2. The Audit Section will work with the Bureau of Patrol and Field Technology and Innovation Section to develop statistical models that will assist the Bureau of Patrol in expanding this program to all district law enforcement.
- D. The district commanders will ensure:

1. the daily schedule assignment line-ups, the Automated Daily Attendance and Assignment (A&A) Records, and any pilot program reporting applications are reviewed regularly, at minimum once per police period, to ensure the assignments are consistent with the designated period work sheets, team assignments, and the pilot program structure and design.
2. pilot program reports are submitted in a timely manner upon request from the Chief, Bureau of Patrol, or the pilot program evaluation committee.
3. all assignment records associated with the pilot program, including period worksheets and daily schedule assignment line-ups, are retained throughout the duration of the pilot program.

VIII. UNITY OF COMMAND AND SPAN OF CONTROL PROGRAM EVALUATION COMMITTEE

A. Committee Membership

1. The Unity of Command and Span of Control Program Evaluation Committee will consist of the following members:
 - a. Chief, Bureau of Patrol, or exempt member designee;
 - b. Assistant Director, Audit Section, or supervisory designee;
 - c. Commander, Labor Relations Division, or supervisory designee;
 - d. Director, Professional Standards and Compliance Division, or supervisory designee;
 - e. Representative from the Fraternal Order of Police — Lodge 7;
 - f. Representative from The Policemen's Benevolent & Protective Association (PBPA) Of Illinois, Unit 156—Sergeants;
 - g. Sworn supervisory representative(s), from each Unity of Command and Span of Control pilot districts; and

NOTE: One of the sworn supervisory representative(s) will be the district's community policing sergeant.

- h. Designated police officer, Bureau of Patrol Administration.
 2. The Chief, Bureau of Patrol, or exempt member designee, will serve as chairperson of the committee.
 3. The Assistant Director, Audit Section, or supervisory designee, will serve as the vice-chairperson of the committee.
 4. The chairperson will designate a police officer from Bureau of Patrol Administration, as a non-voting member, to serve on the committee to act solely in the capacity of recording secretary.
 5. Committee meetings will convene quarterly and upon notification from the chairperson.
 6. A minimum of seven committee members are required for a meeting to commence.
- ### B. Responsibilities of the Unity of Command/ Span of Control Program Evaluation Committee include:
1. ensuring the program is operating effectively and maintaining a span of control of no more than ten police officers assigned to their identified designated primary supervisor or their identified designated secondary sergeant achieving no more than a 10:1 employee to supervisor ratio;
 2. ensuring that the purpose, scope and general information requirements of Unity of Command and Span of Control Pilot Program are reaffirmed to pilot district members in a transparent and effective manner;

3. considering manpower and staffing issues that arise affecting pilot program implementation and make meaningful recommendations to correct the identified issues;
4. gauging community perceptions of this program through formal or informal survey results conveyed to the committee for review. Any specific issues addressed by the committee will be brought back to the effected community through the community policing sergeant in attendance;
5. assessing the unity of command in the program and determine if it should be modified in any of its operations, and
6. advising the Superintendent on potential recommendations determined by the committee.

IX. CONFLICT PROVISION

Any perceived conflict between this pilot program and any other Department directive will be resolved through the chain of command and brought to the evaluation committee for consideration. Where discretionary time permits, the Director, Research and Development Division, may be requested to provide an interpretation or determination.

Authenticated by KC

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