



UNITY OF COMMAND AND SPAN OF CONTROL SCHEDULE - PILOT PROGRAM



ISSUE DATE:	23 December 2019	EFFECTIVE DATE:	23 December 2019
RESCINDS:			
INDEX CATEGORY:	Department Notice		

I. PURPOSE

This directive introduces the Unity of Command and Span of Control Schedule Pilot Program.

II. SCOPE

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

- A. beginning the **1st police period of 2020 (9 January 2020) in the 006th District** and will continue until further notice.
- B. for designated watch personnel assigned to the 006th district.
 - 1. 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 will not participate in this pilot program.
 - 2. The assignment and supervision of the 006th District Tactical Teams, including the concepts of unity of command and span of control, will continue to be governed by the Bureau of Patrol Special Order 14-06 titled "District Tactical Teams."

III. GENERAL INFORMATION

- A. **Unity of Command** is defined as police officers regularly working the same geographic area and assigned to the same sergeant with a common start time and regular day off (RDO) group.
- 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 006th District will maintain a span of control that will regularly be no greater than ten police officers assigned to one sergeant (10:1).
- 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. eliminating the 9 hour tour of duty shift overlap and thus eliminating the use of the "R" designation for 1st watch beat numbers.
 - b. providing for increased consistency in personnel assignments, including start times, geographic area assignments, and supervisory assignments.
 - c. increasing consistency in equipment and vehicle assignments.

NOTE: Each beat will be assigned a consistent primary vehicle which will be exchanged between watches.

- d. allocating time to complete district-level training and for face-to-face relief and debriefing between watches.
- e. allowing 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.
2. to consistently deploy 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 assignments, including the Traffic Car, Park Car, and Squadrol.
 - d. regularly assigning 2-officer units on 1st and 3rd Watch and 1-officer beat cars on 2nd Watch with 2-officer rapid response units and specialty assignments.
 - 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 which will be 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 personnel will be equally assigned between three day-off-groups (61, 63, or 65).
- 3. Watch field personnel will be assigned into a minimum of nine 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).
 - 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 within the same two sectors (e.g., Team E will work the 10 and 30 sectors, two days each).
 - c. **Discretionary Resource Teams.** A minimum of three 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.
- 4. 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 and Day Off Group Matrix

<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)

F. Sector Assignment and Sector Relief Matrix

	<u>Department calendar dates that indicate day-off groups</u>					
	<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

IV. PILOT PROGRAM IMPLEMENTATION PROCEDURES

The implementation schedule for 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 2020 Operations Calendar."

B. Day-Off Group Assignments

1. **Effective 9 January 2020, day-off groups 62, 64, and 66 will not be available in the 006th district.**
2. Watch lieutenants will be assigned to one of the three day-off groups for 2020 (61, 63, 65), as designated by the Chief, Bureau of Patrol, and consistent with the pilot program and the operational needs of the district.
3. Sergeants and police officers currently in day-off group 62, 64, or 66 will be given the opportunity to volunteer to fill a vacancy in one of the three remaining day-off groups (61, 63, or 65) for assignment in 2020.
4. Sergeants and police officers choosing to volunteer to fill a vacancy in day-off group 61, 63, or 65 will follow the procedures outlined in **B.O.P. #19-0211 and #19-0211.1.**
5. The newly assigned day-off groups will be posted prior to the annual furlough selection process and will be in effect as of the 1st police period of 2020 (9 January 2020)

C. **Furlough Selections**

1. Furlough Selection/Absence Summary ([CPD-11.609](#)) forms will be submitted by affected members on or before **12 December 2019**.

NOTE: Affected members will use their newly assigned day-off group for 2020, which will be available prior to the furlough selection process, when submitting their 2020 furlough selection requests.

2. Furlough selections will be conducted on **13 December 2019** by the district commander; with the results to be posted by **20 December 2019**.
3. 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 2020 Operations Calendar**."

V. **ASSIGNMENT PROCEDURES**

- A. The District Commander, 006th District, 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' 2020 assigned day-off groups.
2. post the 2020 team assignments for each watch prior to the 1st police period of 2020 (9 January 2020).

NOTE: The period work sheets will reflect the watch personnel team assignments.

3. periodically evaluate the watch assignments and make any required changes consistent with the pilot program and 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 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 which will include:
 - a. attendance, inspection, notifications, briefings, and announcements.
 - 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) 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. 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 which 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, and Strategic Data Analytics Division. The committee will meet as needed and make recommendations on

the continuation, expansion, and modification of the pilot program under the direction of the Chief, Bureau of Patrol.

B. The Office of Operational Compliance will regularly audit the effectiveness of the pilot program, but at minimum on a quarterly basis, and report the results to the evaluation committee. This audit will evaluate personnel and operational matters, including, but not limited to:

1. consistency in personnel assignments providing unity of command and span of control.
2. contractual time off used, overtime earned, and medical roll use.
3. supervisory oversight, accountability, and response to assignments.
4. changes to reported crime conditions and dispatched calls for service.

C. The District Commander, 006th District, will ensure:

1. the daily schedule assignment line-ups and the Automated Daily Attendance and Assignment (A&A) Records are reviewed regularly 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. CONFLICT PROVISION

Any perceived conflict between this pilot program and any other Department directive will be resolved through the 006th District's 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.

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