

One disadvantage inherent in the line-type organization is that supervisory personnel are too often required to perform the duties of specialists because little use is made of the latter for giving advice and counsel to line units. It is also often difficult to establish functional definition at the outset, but once it has been achieved, duplication of effort can be reduced. If jealousies exist between managers of the various units, each unit will tend to become "departmentalized," with the result that harmony of operation will be reduced and internal frictions will arise.

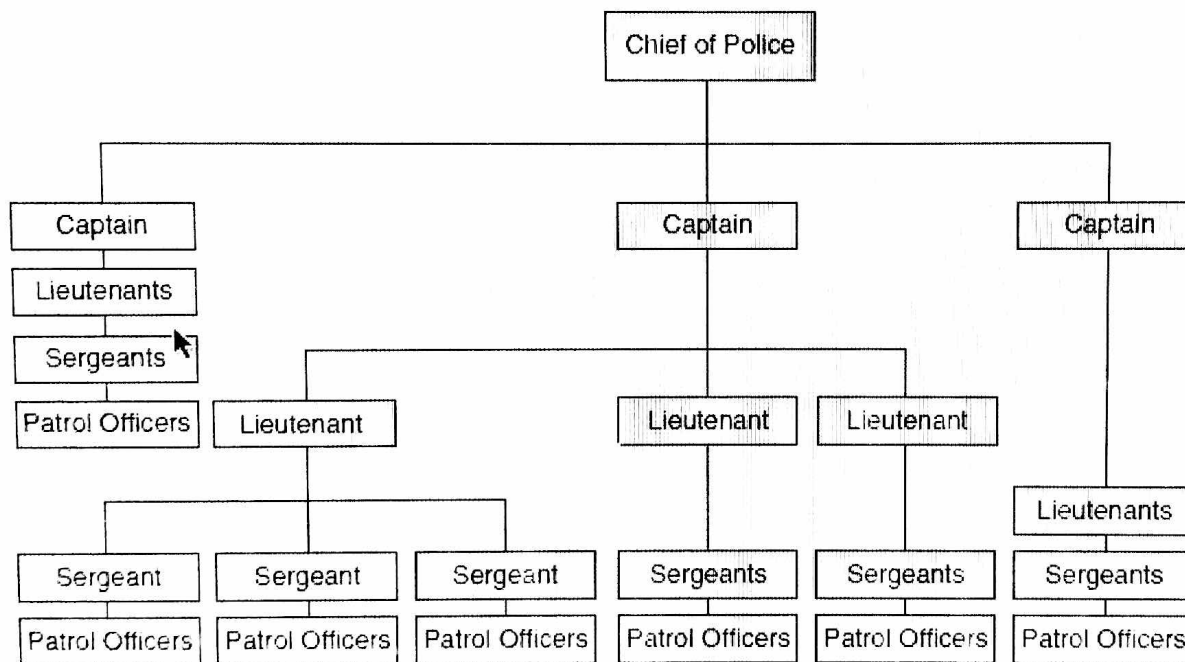


Figure 2-1 Line-or Military-Type Organization.

state, and local agents arrested suspected serial killer Wayne Williams in Atlanta, Georgia.¹⁰ Although the structure poses unique managerial challenges, a task force can often be very effective in addressing a specific problem.

¹⁰ Charles R. Swanson, Leonard Territo, and Robert W. Taylor, *Police Administration, Structures, Processes, and Behavior*, 8th ed. (Upper Saddle River, N.J.: Pearson Prentice Hall, 2011), p. 236.

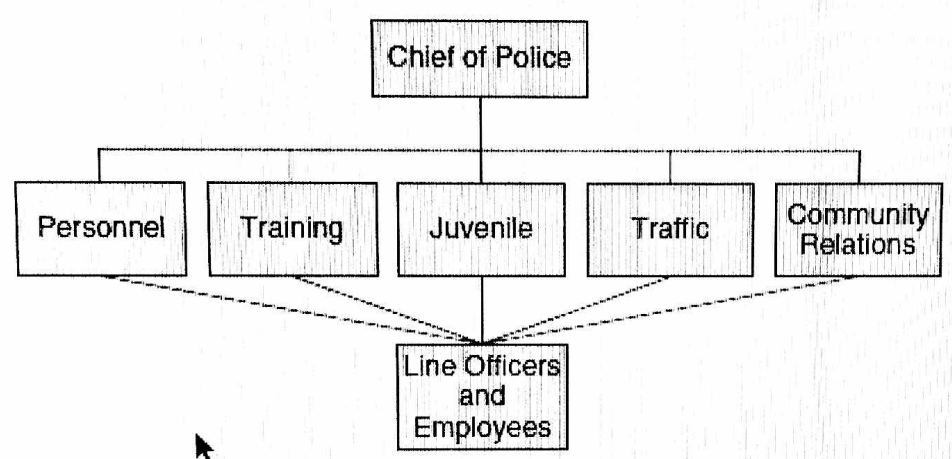


Figure 2-2 Functional-Type Organization

One reason task forces can be very effective is because they are highly focused on coordinated effort. However, their inherent violation of the unity-of-command principle causes them to get bogged down over time. Agencies have primary authority for their respective jurisdictions, but an investigation crossing borders may be taken over by state or federal authorities. Long-term task forces may have different supervisors for field operations, budgeting, scheduling, and training. Incompatible databases and politics are among the most glaring difficulties faced by task forces.¹¹ Research on the D.C. Sniper Task Force emphasized the importance of having just one executive in

commands, from the staff specialist (see Figure 2-3).

In normal operations, the staff supervisor has line command only of those subordinates in his particular unit. If he and the line supervisor recognize this limitation, coordination between line and staff personnel can be achieved without undue friction. Failure to recognize these line and staff relationships is the greatest and most frequent cause of friction in an organization and one of the most prominent barriers to effective coordination.

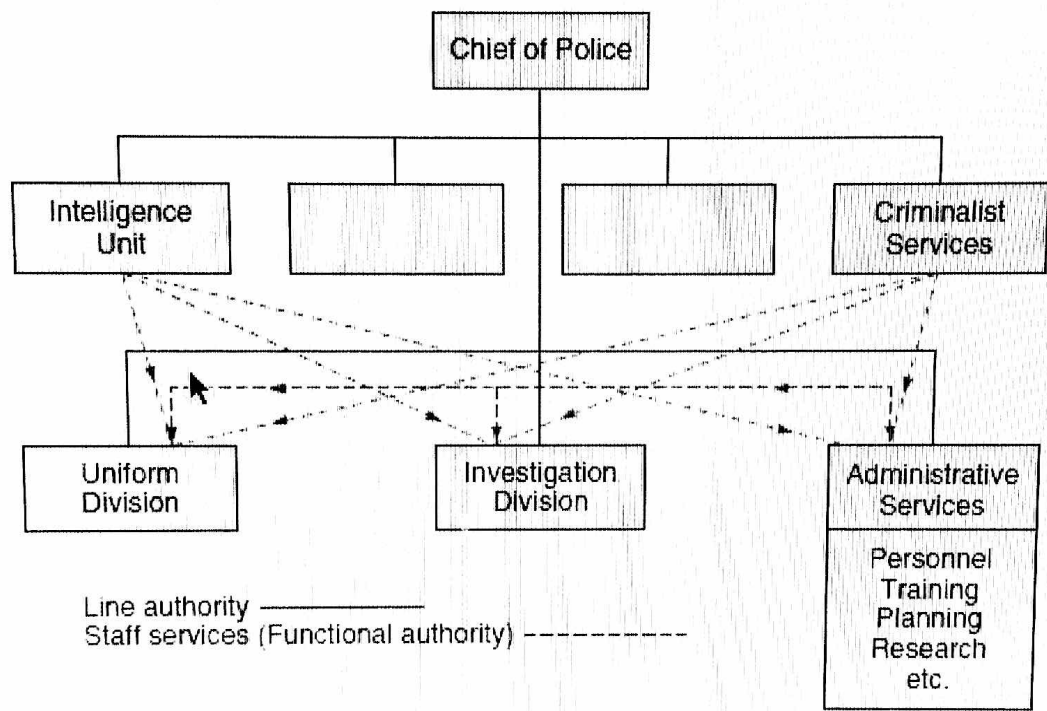


Figure 2-3 Line- and Staff-Type Organization.

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