



CHICAGO POLICE DEPARTMENT

**PAX 501**

JAMES B. CONLISK JR. SUPERINTENDENT



12 December 1967

In a PAX 501 dated 3 October 1967, I informed the Department that I would add to my staff a member whose duty will be to ensure easy and direct communication to me any matter which a Department member feels is not suited to formal reporting channels. The response of those of you who expressed a willingness to take on this job is heartening and is evidence that we have, at the first level of operations, an important force that can work for continued improvement of Department performance.

Effective today, Detective William O'Brien, Star #6952, DDA #2, Robbery, is assigned to the Office of the Superintendent and is designated Department Liaison Officer. You may be certain that the new Liaison Officer will have my complete confidence in dealing with any problem brought to him by any member, whether the problem be purely personal or one related to Department operations.

Officer O'Brien will be working in uniform. His office is in Room 405, 4th floor annex at Headquarters, and his phone number is PAX 656/Bell 656. You are encouraged to use his office freely and, when that is not practical, to contact him by phone. Although the Liaison Officer normally will have day working hours, his duties will require his availability at all times. I will also expect the Liaison Officer to visit all units on all watches to meet with unit members and discuss possible ways of upgrading operations and increasing our effectiveness. He will also arrange for regular schedule of meetings between me and members of Department units. Hopefully, Officer O'Brien will soon be known personally to the entire Department.

On the same subject, that of increased effectiveness, I want to comment on recent changes in organization and command within the Department. Most command changes have been dictated by the nature of the administrative strengths which must be brought to bear upon changing needs of the Department. The most important of these new steps is the combining of the Internal Investigation Division and the Inspection Division into one unit, the Internal Inspections Division. As I see it, any significant increase in Department effectiveness must be preceded by a renewed emphasis on eradicating, from within, the misconduct of those in the Department whose actions would negate the efforts of the rest of us. This is not a new goal. The two units now merged to form the Internal Inspections Division have worked competently toward this end. However, the level of individual performance reached by the Department over the past several years enables us now to take an improved approach to the goal of eliminating misconduct.

With the creation of the new Internal Inspections Division, there must be no lessening of our understanding that discipline is a function of command. We have operated on that principle and our experience has reinforced that principle. Consequently, the newly formed Division will be able to devote a greater portion of its energy to a more vigorous pursuit of the kind of malpractices which could reflect discredibly upon every dedicated member of the Department, and which could cause the community we serve to lose the confidence in us which we have worked so hard to sustain.

With the wholehearted support of each of you, the programs discussed herein will succeed.

  
Superintendent of Police