Organization and Management in the Criminal Justice System

A Text/Reader

Matthew J. Giblin
Southern Illinois University Carbondale
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1. The Impact of Centralization and Formalization on Correctional Staff Job Satisfaction and Organizational Commitment 35
In this study of 272 correctional staff members, the authors found that two organizational control mechanisms—centralization and formalization—generally had an adverse effect on employee attitudes.

2. Factors to Consider for Optimal Span of Control in Community Supervision Evidence-Based Practice Environments
   Gaylene S. Armstrong
   Armstrong’s study demonstrates that probation supervisor responsibilities expand considerably when organizations adopt evidence-based practices; the increased need to interact with subordinates leads to recommendations for a narrower span of control.

3. The Organizational Structure of International Drug Smuggling
   Jana S. Benson and Scott H. Decker
   Drug-trafficking networks are shown to adopt structures (less specialization, less formalization) that ensure continued operation in the event of law enforcement activities.

Section III. Organizational Theory: How Do We Explain What Organizations Look Like?

Classical Theories
   Scientific Management
   Bureaucracy
   Administrative Management

Human Relations Theory

Open Systems Theories
   Contingency Theory
   Resource Dependence Theory
   Institutional Theory

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4. “McJustice”: On the McDonaldization of Criminal Justice
   Robert M. Bohm
   The criminal justice system is concerned with efficiency, calculability, predictability, and control. Bohm shows how this focus is part of a larger trend in society to adopt principles exemplified by the fast-food restaurant chain McDonald’s, sometimes with unintended consequences.

5. Maintaining the Myth of Individualized Justice: Probation Presentence Reports
   John Rosecrance
   In this study, Rosecrance finds that probation officers still gather background and social history information on convicted offenders, even though sentences are largely based on seriousness and prior record.
Section IV. Organizational Deviance and Termination: What Explains Failure in Criminal Justice Agencies?

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6. Bureaucracy, Managerial Disorganization, and Administrative Breakdown in Criminal Justice Agencies 145
Clarissa Freitas Dias and Michael S. Vaughn

Using a variety of examples, the authors contend that organizational deviance is a function of poor administration, specifically a breakdown of Fayol’s (classical school) administrative management principles.

7. Social Theory and the Street Cop: The Case of Deadly Force 161
David Klinger

Normal accidents theory is used as a framework for understanding both avoidable and unavoidable shootings. Improper tactics lead to the conditions that increase the likelihood of normal accidents.

Section V. Interagency Collaboration: Are Two or More Organizations (Combined) Better Than One?

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8. The Intelligence Fusion Process for State, Local, and Tribal Law Enforcement 190
David L. Carter and Jeremy G. Carter

The authors describe the development of fusion centers, collaborations designed to facilitate the integration and sharing of information across agencies.
9. A Specialized Domestic Violence Court in South Carolina: An Example of Procedural Justice for Victims and Defendants

Angela R. Gover, Eve M. Brank, and John M. MacDonald

South Carolina's domestic violence court, a specialized problem-solving court similar to drug courts, brought together a range of criminal justice and mental health professionals to improve outcomes for victims and offenders. This study examines individual perceptions of the court's efficacy and fairness.

Section VI. Unions and Collective Bargaining: United We Stand?

History of Unionism in Criminal Justice
Collective Bargaining in Justice Agencies
- Content of Agreements
- Coverage of Agreements
- Economic Benefits of Collective Bargaining
- Potential Negative Effects
- Bargaining Impasses
Labor Disputes and Employee Job Actions
- Strike Generation
- Perpetuation
- Resolution
- Other Job Actions
Improving Labor Relations
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10. Police Employee Organizations

Colleen Kadleck

Kadleck's descriptive study, based on a survey of police employee organization leaders, offers insight into the characteristics of these organizations. The research also details leaders' views on management and the role of employees in management decision making.

11. Prison Officer Unions and the Perpetuation of the Penal Status Quo

Joshua Page

Page documents the power of correctional officer unions in places such as California and New York, including their role in the criminal justice policymaking process.

Section VII. Organizational Socialization: How Does a Person Learn to Behave in an Organization?

Overview of Organizational Socialization
- Boundaries
- Uncertainty Reduction
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12. Saying One Thing, Meaning Another: The Role of Parables in Police Training
   Robert E. Ford

   The vast majority of the 89 police officers Ford interviewed reported being affected by war stories told during police academy training. The author organizes the recounted stories around common themes.

13. An Officer and a Lady: Organizational Barriers to Women Working as Correctional Officers in Men’s Prisons
   Nancy C. Jurik

   According to Jurik, female correctional officers face a variety of constraints in their work due to stereotypes held by others (e.g., females lack physical strength).

Section VIII. Motivation and Job Design: How Do We Light a Fire Under Employees?

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14. Motivation as a Predictor of Therapeutic Engagement in Mandated Residential Substance Abuse Treatment
   Matthew L. Hiller, Kevin Knight, Carl Leukefeld, and D. Dwayne Simpson

   The study illustrates that issues of motivation for criminal justice employees extend beyond the superior–subordinate relationship. Motivational theory can help us understand why offenders and clients, including felony drug offenders, seek treatment in a diversion-type program.

15. Organizational Justice and Police Misconduct
   Scott E. Wolfe and Alex R. Piquero

   The study, based on a sample of nearly 500 Philadelphia police officers, identified a link between organizational (distributive, procedural, and interactional) justice and misconduct, including citizen complaints, internal affairs investigations, and disciplinary violations.

   Charles W. Sherwood
Sherwood examined the motivating potential of the work in two departments, one more advanced in its implementation of community policing than the other. As the results suggest, community policing may be able to increase motivation among police personnel.

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17. A Qualitative Assessment of Stress Perceptions Among Members of a Homicide Unit 395
   Dean A. Dabney, Heith Copes, Richard Tewksbury, and Shila R. Hawk-Tourtelot
   The authors find that major stressors for homicide investigators include the priority given to homicide cases, uncertainty in the workplace and home activities as a result of the work, and scrutiny from supervisors, peers, and others.

18. The Nature of Occupational Stress Among Public Defenders 413
   David R. Lynch
   Lynch distinguishes between stressors that are frequently occurring and those that intensely affect public defenders. Some are both frequent and intense (e.g., lack of options in mounting a defense) and should be targeted to reduce workplace stress.

19. Factors Contributing to Levels of Burnout Among Sex Offender Treatment Providers 422
   Rebecca A. Shelby, Rebecca M. Stoddart, and Kathryn L. Taylor
   The authors compare burnout levels among sex-offender treatment providers with other mental health and social service workers. They report that individuals who work in inpatient and prison settings may be more susceptible to burnout than others.

Section X. Leadership: Are You a Leader or a Follower? 429

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Theories of Leadership 431
  Trait Theory 431
  Behavioral Theories 433

*Joseph A. Schafer*

Rather than studying traits associated with effective leadership, Schafer's research involving a sample of police managers at the FBI National Academy identifies qualities of ineffective leaders.

21. Leadership and Correctional Reform

*James B. Jacobs and Elana Olitsky*

The authors argue that the job of leading a modern correctional organization is challenging and requires a wide range of skills and abilities. They outline a series of recommendations for developing future correctional leaders.

**Section XI. Power in Organizations: How Are Subordinates, Suspects, Inmates, and Clients Controlled?**

- Power Defined
- Power, Authority, and Leadership
- The Bases of Power
  - Criminal Justice Applications
- Influence Behavior
- Effectiveness of Power
  - Street-Level Bureaucrats
  - Effective Power Bases
- Key Terms
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22. The Defects of Power

*Gresham M. Sykes*

In this excerpt from his classic book, Sykes argues that correctional officers resort to exchange relationships to maintain prison order when other bases of power (e.g., rewards and punishments) are weaker.

23. The Limits of Individual Control? Perceived Officer Power and Probationer Compliance

*Hayden P. Smith, Brandon K. Applegate, Alicia H. Sitren, and Nicolette Fariello Springer*

In this study, probationers were surveyed about their perceptions of power among probation officers. Interestingly, however, officer power was largely unrelated to probationer compliance.
24. Gender, Power, and Reciprocity in the Correctional Setting
   Denise L. Jenne and Robert C. Kersting
   The authors examined whether male and female correctional officers would respond similarly to troublesome inmate behavior (e.g., gambling, smoking in a nonsmoking area).

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   25. Lessons From the Battle Over D.A.R.E.: The Complicated Relationship Between Research and Practice 550
      Greg Berman and Aubrey Fox
      Berman and Fox examine how unfavorable research about D.A.R.E. program outcomes influenced implementation at the local level. They found that research competes with a variety of other factors for the attention of decision makers.

   26. Improving Criminal Justice Through Better Decision Making: Lessons From the Medical System 559
      Daniel P. Mears and Sarah Bacon
      The authors discuss decision-making errors, drawing parallels between those made by criminal justice actors and those made by physicians.

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