

Linda L. Zupan and Ben A. Menke

IMPLEMENTING ORGANIZATIONAL CHANGE:
FROM TRADITIONAL TO NEW GENERATION
JAIL OPERATIONS

Schein (1981, p. 88) argues that "organizations are becoming more dependent upon people because they are increasingly involved in more complex technologies and are attempting to function in more complex economic, political and sociocultural environments." This is nowhere more evident than in institutional corrections. External forces (e.g., the state and local fiscal agents) are placing greater pressures on detention facilities to provide more humane incarceration for an increasing number of inmates at lower operating costs. Facilities have become more dependent on their employees to attain a wide spectrum of competing and conflicting goals--from maintaining facility security and protecting the community to providing safe incarceration and preventing expensive law suits. Yet research reveals that, in general, correctional officers are a disaffected group. Symptoms of their plight include low job satisfaction, cynicism, alienation, job stress, etc., (Cullen, Link, Wolfe, & Frank, 1985; Farmer, 1977; Jurik & Winn, 1986; Poole & Regoli, 1981; Shamir & Drory, 1982). The costs to the organization in terms of high attrition and absenteeism, increased error rates, and reduced productivity are astronomical.

Some scholars suggest that the nature and design of the work performed by correctional officers is an important factor in the problems experienced by detention facility personnel (Brief, Munro, & Aldag, 1976; Toch & Grant, 1982). The work performed by correctional officers in traditional facilities is best described as fragmented, routinized and menial--in a word, impoverished. An examination of officer activities, tasks and assignments in traditional detention facilities illustrates this point. The following tasks have been emphasized for New York correctional officers: "Checks inmate passes and records inmates' movements in and out of areas," "Watches for unusual incidents and reports any to his supervisor either verbally or in writing," "Makes periodic rounds of assigned areas checking for faulty bars, gates, etc., and checks areas for daily fire report," "Frisks inmates and fills out frisk sheet," "Announces sick call," "Supervises bathing," etc., (Toch & Grant, 1982, pp. 85-86). These obligations appear to be bureaucratic chores that require little or no judgment, initiative, or skill on the part of the officer. In consequence, the nature and design of the job can frustrate fulfillment of officers'

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