

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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Policy Studies Review Spring 1988 Volume 7 No 3

Efraim Inbar



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Policy Studies Review, 1988 Some vols include special issues The Druze Community and the Lebanese State Yusri Hazran, 2014-07-11 One of the fundamental questions of Middle Eastern and Lebanese studies in particular is the history of the relationship between the Druze community and the state in modern Lebanon Arguing that the Druze community has been politically alienated from the Lebanese state this book explores the historical and political origins of this alienation The Druze Community and the Lebanese State contends that the origins of this alienation lie in the state's national ideology its political confessional system and the Druze's historical background during the medieval period Moreover this book examines the extent to which the Druze's attitude vis vis the Lebanese state has been influenced by their historical rivalry with the Maronites Particular emphasis is placed on the political and ideological practices adopted by the Druze leadership and intelligentsia as they dealt with the changes taking place in their community's political status following the political settlements of 1920 and 1943 the establishment of Greater Lebanon and the National Pact respectively A welcome addition to existing literature on Lebanon this book will be an essential reference tool for students and researchers with an interest in nationalism identity and Middle East Politics more broadly **Prime Minister, Cabinet and Core Executive** Patrick Dunleavy, R.A.W Rhodes, 1995-08-14 This new reader is designed to break the mould of core executive studies by broadening the focus of analysis from the conventional concentration on the relative power of Prime Minister and Cabinet to assess the whole battery of mechanisms which co-ordinate policy and manage conflict It brings together chapters introducing new theoretical perspectives and assessing the changes in executive structure and decision making from Wilson to Thatcher with in depth case studies of the executive in action Resources in Education, 1993 **The Legacy of State Socialism and the Future of Transformation** David Lane, 2002 Taking stock of the first decade of the transformation in the former Soviet bloc this timely book explores the legacies of state socialism and attempts by once communist countries to move toward a democratic market oriented system Leading international scholars consider the ways traditions interact with other factors both domestic and foreign to influence the course of social political and economic change With its blend of theory and case studies and its clear narrative this book will be a valuable text for students of transition Russian politics and the transformation of Eastern Europe Visit our website for sample chapters *Chinese Foreign Policy* Suisheng Zhao, 2016-07-22 This volume explores how China is adapting to international norms and practices while still giving primacy to its national interests It examines China's strategic behaviour on the world stage particularly in its relationships with major powers and Asian neighbours **Democratic Transitions** Sujian Guo, Gary A Stradiotto, 2014-04-03 Democratic transitions have occurred in many countries in various regions across the globe such as Southern Europe Latin America Africa East and Southeast Asia Eastern Europe and the Middle East and these nations have undergone simultaneously political economic and social transformations Yet the patterns and characteristics of transitions have varied significantly and different modes of

transition have resulted in different outcomes This book offers cross national comparisons of democratic transition since the turn of the twentieth century and asks what makes democracies succeed or fail In doing so it explores the influence the mode of transition has on the longevity or durability of the democracy by theoretically examining and quantitatively testing this relationship The authors argue that the mode of transition directly impacts the success and failure of democracy and suggest that cooperative transitions where opposition groups work together with incumbent elites to peacefully transition the state result in democracies that last longer and are associated with higher measures of democratic quality Based on a cross national dataset of all democratic transitioning states since 1900 this book will be of great interest to students and scholars of international politics comparative politics and democracy and democratization studies Democracies and Small Wars Efraim Inbar,2003-08-30 By their nature democracies clearly have greater constraints than autocratic regimes on their freedom of action as they have to meet constitutional legal and moral criteria in their use of force This collection analyses a number of case studies showing how democracies have won small wars Australian national bibliography ,1961 **The Friendships of John Adams, 1774-1801** Jamie Macpherson,2024-07-22 This book presents the first extended analysis of the friendship network of John Adams forged during his lengthy public career from 1774 1801 While scholars have considered historic friendships this monograph examines Adams s friendship network within a generation of revolutionaries The six friendships explored exemplify the diversity of political interaction primary friendship Abigail intimate confidence Rush political alliance Gerry emergent rivalry Jefferson the politics of personal difference Mercy Otis Warren and idolised revolutionary Samuel Adams This work positions friendship at the heart of the historian s craft reconstructing historic relationships and considering the evolution of each dyad to examine the tensions candour intimacy and forms of alliance in each Adams s impassioned epistles present a window into his private ruminations John Adams s expectation of friendship changed at each stage of his career Through 1774 1801 Adams entreated support from friends debated issues pertaining to politics diplomacy and the national interest sought comfort from intimates and lamented divisions from former friends For John Adams friendship represented the art of politics This volume will be of value to students and scholars alike interested in American history political history and social and cultural history **The Crescent Moon and the Magen David** Karel Valansi,2018-02-20 The nationalist outlook of the Turkish state since the beginning of the Republican era in 1923 targeted uniform identity formation While Turkey did not recognize the existence of ethnic identities as long as they were Muslim non Muslims were challenging this ideal During this social engineering the religious minorities and the state had very turbulent relations based on mistrust resulting in many discriminative legislations The Republican story of the Jews provides significant insight to highlight the difficulties and challenges encountered in the formation of the Turkish Republic as well as the changes in the Turkish public with the new nation state in effect Following the Second World War a new state was established in the Middle East During the Cold War the Soviet threat led Turkey to recognize the State of Israel established

as a Jewish state The main reasoning of Turkey in recognizing Israel was to be accepted to the Western camp While the bilateral relations of Turkey and Israel increased gradually a surprisingly high number of Turkish Jews nearly 40 percent of the Jewish community in Turkey immigrated to the new country This book is an attempt to investigate the establishment of the State of Israel Turkey s recognition of the Jewish state and its repercussions on the Turkish public between the years 1936 and 1956 It explains the establishment of the State of Israel and the first three decades of the Turkish Republic It includes the religious minorities of Turkey with a special focus on the Jewish community as it is one of the major links between Turkey and Israel It combines Turkish public reaction to the establishment and recognition of the State of Israel shedding light on the reasons of the mass Jewish immigration which is at the same time the second biggest immigration out of Turkey after the labor immigration to Europe starting from the 1960s

Environmental Governance for Sustainable Development Uma Nabhi, 2023-04-10 This book studies the role of the United Nations Environment Programme UNEP as an advocate for greater environmental responsibility and analyses the major achievements and outcomes of two landmark conferences Stockholm 1972 and Rio 1992 which set the agenda for the future role of the UNEP It discusses the UNEP s evolution objectives and the problems of differing perspectives within its ability to deal with environmental challenges its skill in successfully carrying out the mandate and contributing to the pursuit of environmental security The book also looks at five developing countries of South Asia namely India Bangladesh Nepal Pakistan and Sri Lanka to study the role of the South Asia Co operative Environment Programme SACEP which plays an active role in the management of environmental issues and constitutes an important landmark in regional cooperation in South Asia The author evaluates the contributions of National Conservation Strategies not only in creating environmental awareness but also in strengthening environmental governance architecture by integrating Millennium Development Goals and Sustainable Development Goals into the development planning of these South Asian countries under study Drawing on in depth research and interviews this book will be of interest to students teachers researchers policymakers and strategic analysts working in the fields of environment studies sustainable development environmental science and policy environmental law and governance geography politics and international affairs

Intelligence Power in Peace and War Michael Herman, 1996-10-13 Intelligence services form an important but controversial part of the modern state Drawing mainly on British and American examples this book provides an analytic framework for understanding the intelligence community and assessing its value The author a former senior British intelligence officer describes intelligence activities the purposes which the system serves and the causes and effects of its secrecy He considers intelligence failure and how organisation and management can improve the chances of success Using parallels with the information society and the current search for efficiency in public administration as a whole the book explores the issues involved in deciding how much intelligence is needed and discusses the kinds of management necessary In his conclusions Michael Herman discusses intelligence s national value in the post Cold War world He also argues that it

has important contributions to make to international security but that its threat inducing activities should be kept in check

Toxic Debts and the Superfund Dilemma Harold C. Barnett, 2000-11-09 In 1980 with the passage of the Comprehensive Environmental Response Compensation and Liability Act Congress created the Superfund as a mechanism to clean up the toxic legacy of the industrial and chemical revolutions Over a decade later the consensus is that the program has failed too much has been spent and too little accomplished Harold Barnett unravels the history of this failure examining the economic and political factors that contributed to it and suggesting policy changes necessary to create a viable cleanup program Barnett argues that the Superfund has failed because of conflict over who will pay the toxic debt and the impact of this conflict on interdependent funding and enforcement decisions at state regional and national levels He argues that the inability of legislators and regulatory agencies to take effective and timely action is related to the economic and political power of major corporate polluters Spanning the Reagan and Bush administrations the book highlights the ongoing conflict between deregulatory policies and environmental programs Originally published in 1994 A UNC Press Enduring Edition UNC Press Enduring Editions use the latest in digital technology to make available again books from our distinguished backlist that were previously out of print These editions are published unaltered from the original and are presented in affordable paperback formats bringing readers both historical and cultural value

Rethinking Social Work in a Global World Gai Harrison, Rose Melville, 2009-11-30 This text offers a comprehensive overview of the key aspects of globalisation their impact on social work and the resulting challenges in practice The authors draw on post colonialism to consider the global issues facing social work such as mass migration and the ways in which social workers can respond to such difficulties

Culture and Consensus (Routledge Revivals) Robert Hewison, 2015-06-11 Culture and Consensus first published in 1995 and a revised edition in 1997 explores the history of the relationship between politics and the arts in Britain since 1940 and shows how the search for a secure sense of English identity has been reflected in official and unofficial attitudes to the arts architecture landscape and other emblems of national significance Illustrating his argument with a series of detailed case histories Robert Hewison analyses how Britain's cultural life has reached its present enfeebled condition and suggests a way forward This book will be of interest to students of art and cultural studies

Strategic Culture(s) in Latin America Félix E. Martín, Nicolás Terradas, Diego Zambrano, 2023-11-17 Strategic Culture s in Latin America elucidates why many state actors in the Global South exhibit a remarkable degree of policy continuity in their external behavior despite structural incentives for change This book contends that the theoretical notion of strategic culture is instructive to explain such a puzzle It extends the application of strategic culture beyond the policy of nuclear deterrence among great powers into other equally strategic areas of policy such as diplomacy political economy regional international institutions legal norms politico military institutions and different security agendas beyond war and peace for example the illicit drug trade and peacekeeping missions The overall contribution of this book is three fold first it rescues updates and expands the original conceptual and

theoretical dimensions of strategic culture Second it extrapolates further theoretical implications of the concept through its application to five policy domains in Latin America beyond the original application of the strategic culture perspective to nuclear weapons strategy among great powers in the 1970s Third it draws together the theoretical and policy implications of the strategic cultures in Latin America and identifies possible applications for other peripheral non great power policy areas and issues in the Global South This book will be of interest to academics graduate and undergraduate students policy analysts and practitioners of Latin American Studies International Relations Theory and Security Studies **The Political Economy of WTO Implementation and China's Approach to Litigation in the WTO** Yenkong Ngangjoh-Hodu,Zhang Qi,2016-01-29 Why and how do states obey international law This engaging book tackles this very question head on via its examination of the conflicting and conciliating processes of the Chinese approach to litigation and the Western approach to legal orientation in the field of the WTO dispute settlement mechanism The authors examine the normative framework of WTO rule implementation in a globalised international economic order They further explore the notion of the rule of law in China s Confucian system and how it interacts with a rule based world trading system Topics discussed include theorising the WTO implementation regime the Chinese approach to law China and the WTO dispute settlement system and Chinese Confucianism and compliance With its focus on international economic law and political science this book will be accessible to students policy makers practitioners and academics looking to understand China and the rule of law in a global context

Contemporary Issues in Microeconomics Joseph E. Stiglitz,Martin Guzman,2016-04-29 With contributions from international scholars this second volume by Joseph Stiglitz and Martin Guzman comprises of theoretical empirical and policy based chapters which carefully utilize theory and data analysis Part I focuses on the issues of global inequality poverty measurement and security Part II turns to the issue of income contingent loans ICL where the repayment in any year depends on the annual income of the individual These loans have proven to be an especially effective way of financing higher education but there has been experimentation of the use of these loans in several other areas **Park Science** ,1981

The Top Books of the Year Policy Studies Review Spring 1988 Volume 7 No 3 The year 2023 has witnessed a noteworthy surge in literary brilliance, with numerous engrossing novels captivating the hearts of readers worldwide. Lets delve into the realm of popular books, exploring the captivating narratives that have captivated audiences this year. Policy Studies Review Spring 1988 Volume 7 No 3 : Colleen Hoover's "It Ends with Us" This poignant tale of love, loss, and resilience has gripped readers with its raw and emotional exploration of domestic abuse. Hoover masterfully weaves a story of hope and healing, reminding us that even in the darkest of times, the human spirit can succeed. Uncover the Best : Taylor Jenkins Reids "The Seven Husbands of Evelyn Hugo" This spellbinding historical fiction novel unravels the life of Evelyn Hugo, a Hollywood icon who defies expectations and societal norms to pursue her dreams. Reids compelling storytelling and compelling characters transport readers to a bygone era, immersing them in a world of glamour, ambition, and self-discovery. Policy Studies Review Spring 1988 Volume 7 No 3 : Delia Owens "Where the Crawdads Sing" This mesmerizing coming-of-age story follows Kya Clark, a young woman who grows up alone in the marshes of North Carolina. Owens crafts a tale of resilience, survival, and the transformative power of nature, captivating readers with its evocative prose and mesmerizing setting. These popular novels represent just a fraction of the literary treasures that have emerged in 2023. Whether you seek tales of romance, adventure, or personal growth, the world of literature offers an abundance of captivating stories waiting to be discovered. The novel begins with Richard Papen, a bright but troubled young man, arriving at Hampden College. Richard is immediately drawn to the group of students who call themselves the Classics Club. The club is led by Henry Winter, a brilliant and charismatic young man. Henry is obsessed with Greek mythology and philosophy, and he quickly draws Richard into his world. The other members of the Classics Club are equally as fascinating. Bunny Corcoran is a wealthy and spoiled young man who is always looking for a good time. Charles Tavis is a quiet and reserved young man who is deeply in love with Henry. Camilla Macaulay is a beautiful and intelligent young woman who is drawn to the power and danger of the Classics Club. The students are all deeply in love with Morrow, and they are willing to do anything to please him. Morrow is a complex and mysterious figure, and he seems to be manipulating the students for his own purposes. As the students become more involved with Morrow, they begin to commit increasingly dangerous acts. The Secret History is a masterful and suspenseful novel that will keep you guessing until the very end. The novel is a warning tale about the dangers of obsession and the power of evil.

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