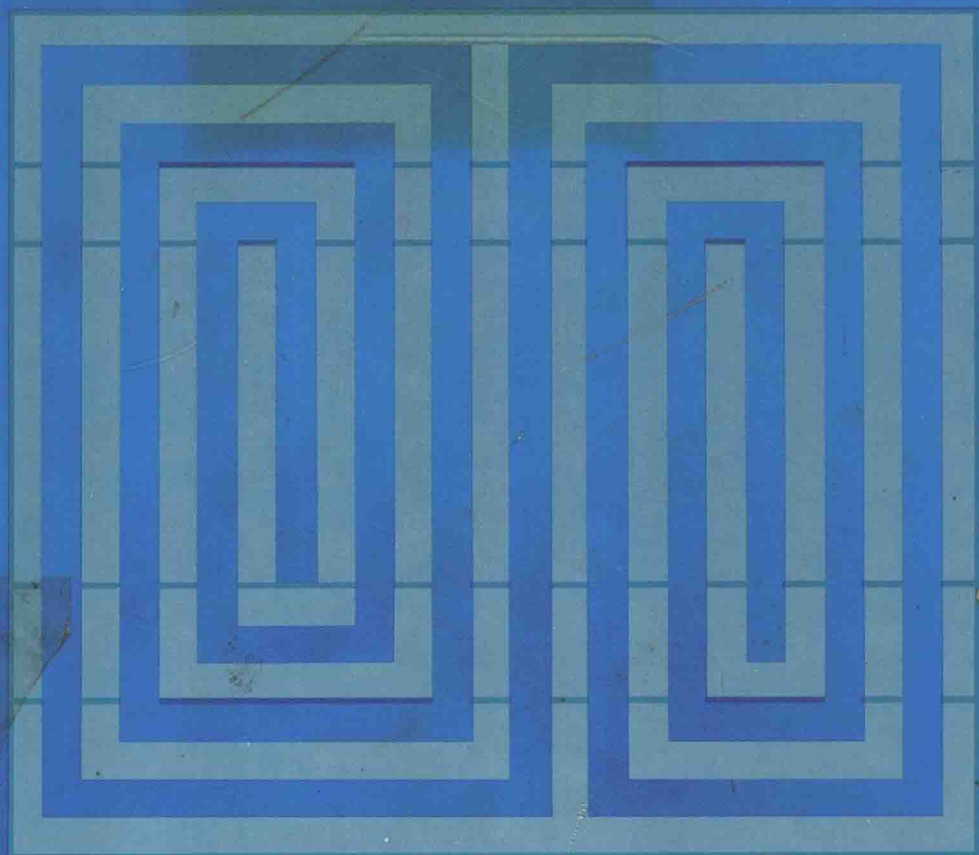


# CORRECTIONAL SUPERVISORY MANAGEMENT

Principles of Organization, Policy, and Law

**WILLIAM G. ARCHAMBEAULT**  
**BETTY J. ARCHAMBEAULT**



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## **CORRECTIONAL SUPERVISORY MANAGEMENT:**

### **Principles of Organization, Policy, and Law**

William G. Archambeault and Betty J. Archambeault

#### **Prentice-Hall Series in Criminal Justice**

James D. Stinchcomb, *Editor*

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# CORRECTIONAL SUPERVISORY MANAGEMENT:



# Correctional Supervisory Management

To our children,  
*John and Marie,*  
and to our parents,  
*Archie, Birdie, John, and Rosemary*

# Foreword

*Correctional Supervisory Management* is an in-depth analysis of supervisory management related problems, issues and potential intervention strategies applicable to a variety of correctional settings and made relevant to administrators and students alike.

The nature of corrections confronts the modern administrator and manager with a vast number of recurring complex problems which defy simple solution, including frequent court litigation, the need for developing more effective employee relations, and the overall organizational policy implementation. In these areas the authors have provided a comprehensive scheme of analysis and have set forth pragmatic solutions which are valuable both to the student attempting to comprehend the complexities and realities of correctional administration and to administrators reaching for new strategies to cope with old issues, problems, and controversies. It is apparent that the authors have firmly grasped the realities of the correctional environment, have accurately assessed the potential and limitations of proposed solutions, and have integrated this comprehensive understanding into realistic suggestions for improving supervision and management in correctional organizations.

The text makes several major contributions to the literature on correctional administration and management. Among these are discussions in the areas of correctional law, policy, education and training, organizational and management theory, issues of supervision in routine and emergency custody operations and procedures, and the delivery of services such as medical care and counseling. The authors have made a substantial contribution to the literature in the long ignored issue of communication in the correctional organization.

Overall, this book is professionally written, presenting the reader with a

number of useful concepts and mechanisms for improving supervisory management in any area of correctional administration, making a positive contribution to the literature, and deserves to be well received by administrators, academicians, and students alike.

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Illinois State University  
Normal-Bloomington, Illinois and President of the Academy  
of Criminal Justice Sciences (1981-1982).*

# Preface

*Correctional Supervisory Management* is a text which is designed for use in four-year and two-year colleges and universities as well as in-service training programs. Although written primarily toward corrections, much of the text would have application to courses dealing with police management and supervision. The text analyzes correctional supervisory management, the process of supervision, and the reciprocal roles of the first level supervisor manager and the line correctional supervisor. It presents a balance of academic and pragmatic discussions. Case simulations, based on real and imaginary events, are blended into chapter discussions and are used to reinforce teaching points and provide the student with opportunities to analyze problems and solutions.

This text is designed to be a teaching instrument, not merely a series of esoteric discussions. It is written in a developmental format which provides a course instructor with great flexibility in accommodating students of different interests, backgrounds, and learning potentials and makes the text usable in courses with different levels of academic rigor. Each chapter is a complete teaching unit containing a synthesis of the chapter, statement of learning objectives to which discussions are oriented, and a series of review questions to give the student a measurement of learning. The first three chapters presume limited background knowledge on the student's part, define concepts and provide a foundation for later chapters. Beginning with Chapter 4, the material becomes more complex and presumes familiarity with terms and concepts presented earlier in the text.

Thus, the text can be adapted to different uses. For example, in a junior or senior level college course the entire text might be assigned and Chapters 4, 6, 8, 10, and 12 will probably be of major interest. On the other hand, only selected chapters may be particularly relevant in community college or in-service



training courses. A community college course may be particularly concerned with discussions presented in Chapters 5, 7, 8, 9, 10, and 11, while an in-service training course in institutional management may choose to stress the material presented in Chapters 5, 7, 8, 9, 11, 13, 14. The accompanying instructor's manual provides useful ideas on adapting this text to different instructional settings.

Correctional workers represent the single most important resource available to any correctional agency or institution in attempting to accomplish its mission, goals, and objectives. Correctional workers are the men and women who operate the security apparatus in adult and juvenile institutions, who counsel, guide, and teach offenders. They work with offenders, their families, their employers toward successful completion of terms of probation or parole, of successful adjustment in halfway houses or pre-release centers.

Compared to 1960 correctional employee profiles, the American correctional worker of today is younger and better educated. Women and minorities comprise increasingly larger proportions of the correctional work force. These changes have intensified the strain on traditional patterns of supervisory management. Today's employees are more persistent and vocal in asserting demands on management than any prior generation of workers. Many correctional organizations have not effectively responded to these changes as witnessed by the recent trends in correctional employee "strikes" and "slow-downs," and employee attrition rate through voluntary resignation ranging from 10 percent to 70 percent. Consequently, this greatest of potential resources is often frustrated, underdeveloped, under-utilized, and wasted.

Effective utilization and direction of this human resource, however, is contingent on the quality of the correctional organization's *supervisory process*, the network of positions responsible for converting goals and resources into actions, and on the competency of individual supervisors, the people who occupy the positions of responsibility. Unfortunately, few correctional organizations fully recognize the potential gain which can come from improving the competency of supervisory personnel and the effectiveness of the process of supervision, or the potential liabilities associated with failing to take positive steps in this direction.

The problems and failures of correctional agencies and institutions are well documented and are the subject of much debate. Proposed solutions often are unrealistic and ideologically inconsistent with the pragmatic socio-political-economic world in which the organization must survive and function. Many solutions presume that the organization has many more resources and exercises much more independent action than it does in reality.

This text takes a different approach to the problems of correctional administration and management. It argues that many, if not most, of the problems confronting correctional organizations are solvable by people employed by the organization, *if the potential of each correctional worker is more fully utilized and directed through improvements in the organization's process of*

*correctional supervisory management*. This solution is premised on the assumption that better use can be made of the resources already available to the organization.

This text is dedicated to the thousands of men and women whose labor makes corrections more effective than the public realizes.

# Correctional Supervisory Management

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