THIRD EDITION

Administration and Management in Criminal Justice

A Service Quality Approach

Jennifer M. Allen

Rajeev Sawhney

Administration and Management in Criminal Justice

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This book is dedicated to Bridget, Brooke, and Landon.

J. A.

This book is dedicated to my late father, Harivansh Lal Sawhney, a brave and honest police officer who taught me the value of treating people with respect and dignity. Recognizing his outstanding quality of service and bravery, the government of India decorated him with the three highest honors of the land (President's Gold Medal, Police Gold Medal, and an Army medal), received by only a handful of officers in the history of India.

R. S.

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PREFACE

We felt compelled to write this textbook because there are only a handful of text-books in the area of administration and criminal justice that focus specifically on management concepts. The books that exist focus on management of criminal justice but do not consider service quality. Instead, these books tend to discuss management in general, without providing an understanding to the customers using this service and the role that customers play in the delivery of service. Since customers are part of any service delivery process, they should be an inherent part of the process that is designed to deliver the service. In criminal justice, the customer changes from call to call—sometimes it is a victim, a complainant, or a community member; other times it is an offender or another officer or agency. Thus, management and administration approaches must be customized to the environment being serviced. We hold that using a service approach to management is much more appropriate in the changing criminal justice environment. To date, and to the best of our knowledge, this is the first textbook that has adopted a service quality approach to administration in the criminal justice field. We believe this textbook is innovative and will challenge the current understand-ings of management in criminal justice agencies held by students, practitioners, and researchers alike.

APPROACH

In this text, we question the traditional closed-system approaches often used in criminal justice and introduce the concepts used in open systems and in service quality approaches. We examine criminal justice services by focusing on who the customers are, what their demands and needs happen to be, how the changing environment can affect these ser-vices, and how criminal justice administrators can respond to the dynamic customer and environmental bases. The book also addresses the constraints placed on the field of crim-inal justice and how these restrictions impact the choices administrators and line staff can and do make, as well as how services are provided. We acknowledge the increased pres-sures on criminal justice professionals to work within a global environment and in com-munities with heightened expectations. We also acknowledge the efforts criminal justice agencies are making to become more customer friendly. As we write the 3rd edition of the book, we consider it to be a forward-thinking approach to management in criminal jus-tice, emphasizing proactive techniques for administration. We feel that training in service quality must start early in the career and in the educational process to produce effective and successful administrators in the criminal justice system. Using a service quality lens to

understand and facilitate the criminal justice system provides a better learning experience in the changing U.S. and global environments for undergraduate and graduate students, who will be staffing this system in the near future. By using case studies at the end of each chapter, we provide opportunities to apply the material learned. We believe this approach will have greater meaning for the students' learning process.

The text is written with five express objectives. The first objective is to provide the theories of management. The second objective is to look at the theories through closed- and open-system approaches. The third objective is to draw attention to the issues and concerns of these two approaches in nonprofit service industries, such as criminal justice. The fourth objective is to provide a service quality lens to examine how the criminal justice field could be (and is being) redesigned to better address community needs and to respond to global and national dilemmas. We also use this time to point out how the criminal justice field is evolving and accepting the importance of service quality. Finally, we present the information in such a way that students can internalize the importance of their future role in providing high-quality and effective criminal justice services.

The text is organized in 14 chapters. The first step in improving service delivery is identifying the customers and recognizing their importance within the service delivery process, also called the customer focus, which is the primary theme presented in Chapters 1 through 3. In Chapter 4, we discuss the changing global environment and the pressures that are forcing criminal justice agencies to become more customer oriented. In Chapters 5 through 8, we present the management principles of conflict, power, ethics, motivation, leadership, and communication in the criminal justice environment, viewed through the service quality lens. In Chapters 9 through 13, we discuss the functional knowledge of criminal justice agencies and integrate the service quality principles in these areas. In the last chapter, we provide hands-on tools to incorporate the voice of the customer in designing/modifying criminal justice services to improve the delivery of service quality. We hope the approach adopted in this textbook will better prepare the students of criminal justice to design/redesign the service delivery process to bring a greater customer orientation, thus improving the overall service quality.

THE THIRD EDITION

In this edition you will find numerous substantial changes:

- Updated references, statistics, and data to present the latest trends in criminal justice
- Coverage of current concerns and management trends in criminal justice agencies, including workplace bullying, formal and informal leadership, realignment in California's correctional institutions, probation-police relationships, inmate-staff relationships, and fatal police shootings