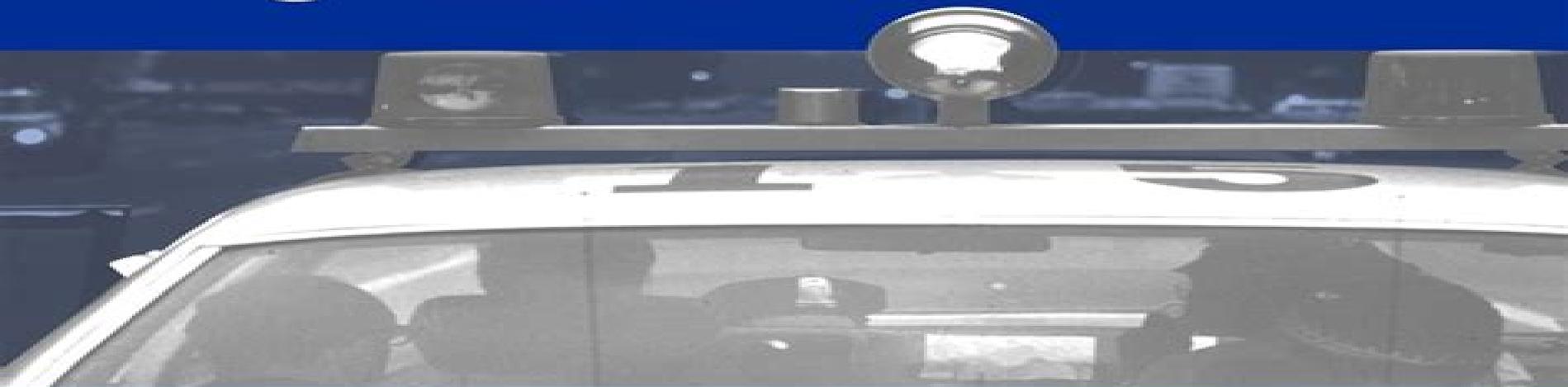

Organizational Structure in American Police Agencies



CONTEXT, COMPLEXITY,
AND CONTROL

EDWARD R. MAGUIRE

Organizational Structure In American Police Agencies Context Complexity And Control Pb

**Paul M. Whisenand, Robert Fred
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Organizational Structure in American Police Agencies Edward R. Maguire, 2012-02-01 Although most large police organizations perform the same tasks there is tremendous variation in how individual organizations are structured To account for this variation author Edward R Maguire develops a new theory that attributes the formal structures of large municipal police agencies to the contexts in which they are embedded This theory finds that the relevant features of an organization s context are its size age technology and environment Using a database representing nearly four hundred of the nation s largest municipal police agencies Maguire develops empirical measures of police organizations and their contexts and then uses these measures in a series of structural equation models designed to test the theory Ultimately police organizations are shown to be like other types of organizations in many ways but are also shown to be unique in a number of respects

Research Handbook on the Sociology of Organizations Godwyn, Mary, 2022-06-10 With original contributions from leading experts in the field this cutting edge Research Handbook combines theoretical advancement with the newest empirical research to explore the sociology of organizations While including the traditional study of formal corporate business organizations the Handbook also explores more transitory informal grassroots organizations such as NGOs and artist communities

The Future of Policing Joseph A. Schafer, Michael E. Buerger, Richard W. Myers, Carl J. Jensen III, Bernard H. Levin, 2017-07-27 As communities continue to undergo rapid demographic shifts that modify their composition culture and collective values police departments serving those communities must evolve accordingly in order to remain effective The Future of Policing A Practical Guide for Police Managers and Leaders provides concrete instruction to agencies on how to pr

To Protect and To Serve David Weisburd, Thomas Feucht, Idit Hakimi, Lois Mock, Simon Perry, 2009-06-06 Since 9 11 the threat of terrorism has become a key issue in police agencies throughout the world How should the police change to counter terrorism threats What implications do such changes have for traditional responsibilities of the police like combating crime or in the resources or focus of modern police agencies To Protect and To Serve Policing in an Age of Terrorism brings together distinguished American and Israeli policing scholars who pool their knowledge and experience to shed light on what has happened to policing since the turn of the century and what trends can be expect over the next few decades To Protect and To Serve begins by asking what terrorism is and what forms it takes and discusses how it raises new questions for democratic societies and democratic policing While many scholars and lay people take for granted the fact that the police should play a central role in the fight against terrorism the volume also examines critically the rationale for the police role Accordingly a chapter also examines the role that the police should play in the complex task of preventing and responding to terror and responding to the outcomes of terror Another chapter begins with a description of the specific strategies and tactics that police agencies have developed to deal with terrorism and the outcomes of terrorism and assesses what works both in preventing terrorism and in dealing with its consequences A critical issue that has received

comparatively little attention is addressed in another chapter which examines how police agencies responded organizationally to the added responsibilities of fighting terrorism Finally the book also examines the impact of fighting terrorism on minority and majority communities and the questions of legitimacy that are raised by new roles that police take on

Forthcoming Books Rose Army,2003 Qualitative Research & Evaluation Methods Michael Quinn Patton,2014-10-29 Drawing on more than 40 years of experience conducting applied social science research and program evaluation author Michael Quinn Patton has crafted the most comprehensive and systematic book on qualitative research and evaluation methods inquiry frameworks and analysis options available today Now offering more balance between applied research and evaluation this Fourth Edition of Qualitative Research more than a hundred new summarizing and synthesizing exhibits and a wide range of new highlight sections sidebars that elaborate on important and emergent issues For the first time full case studies are included to illustrate extended research and evaluation examples In addition each chapter features an extended rumination written in a voice and style more emphatic and engaging than traditional textbook style about a core issue of persistent debate and controversy

Government Reports Announcements & Index ,1995 **Leadership and Management in Police Organizations** Matthew J. Giblin,2016-09-16 Addresses the different management styles that are applicable to large as well as small police agencies Dr Michael Wigginton Jr University of Mississippi Built on a foundation of nearly 1 200 references Leadership and Management in Police Organizations is a highly readable text that shows how organizational theory and behavior can be applied to improve the operations leadership and management of law enforcement Author Matthew J Giblin emphasizes leadership and management as separate skills in successful police supervisors and executives illustrating to students how the two skills combine to improve individual and organizational efficacy in policing Readers will come away with a stronger understanding of why organizational decisions matter and the impact research can have on police departments

Context, Complexity and Control in Large Municipal Police Organizations Edward R. Maguire,1997 Power and the Police Chief Raymond G. Hunt,John M. Magenau,1993-03-24 What does a police chief do exactly Little has been written and little is known about today s police chief An institutional treatment of American police that focuses on the person and function of the police chief Power and the Police Chief thoroughly describes the role of the police chief in the contemporary urban setting The authors utilize institutional theory as a framework for analyzing the police in society From this perspective they review long term tendencies toward the rationalist modernization of American police agencies and the ongoing professionalization unionization and bureaucratization of police work today a process that is resulting in entirely new law enforcement models They highlight the internal and external conflicts and power struggles that converted police organizations into tension filled arenas At stake in these conflicts the authors argue is the fundamental definition of police work New policing paradigms have emerged that would move it away from rule based law enforcement models toward service alternatives that emphasize the situational imperatives and discretionary essence of police work

Professors students and professionals in criminology sociology and organizational studies will find Power and the Police Chief a valuable asset *Beyond the Rhetoric* Keith Larson Williams,2015 The larger question this study examines is What factors explain variation in the level of police organizational commitment to change as indicated by agencies implementing a strategic plan as planned *Contemporary Research on Police Organizations* George W. Burruss,Matthew J. Giblin,Joseph A. Schafer,2019-12-18 Much research on policing focuses on individual officer decision making in the field but officers are positioned within organizations Organizational characteristics including structures policies management training culture traditions and the environmental context affect individual officer behavior and attitudes Recent high profile controversies surrounding policing have generated interest in examining what factors may have led to current crises In this book contributors discuss how police department priorities are made how departments respond to sexual assault complaints how forensic scientists deal with job stress and satisfaction how police use gun crime incident reviews for problem solving and information sharing how police officers view the use of body worn cameras given their perceptions of organizational justice and how officers view their work culture The purpose of this book is to give policy makers and scholars some guidance on the interplay between the individual and the organization By understanding this dynamic police administrators should be able to better devise reform efforts This book was originally published as a special issue of the Journal of Crime and Justice The Managing of Police Organizations Paul M. Whisenand,Robert Fred Ferguson,1996 Complete overview of managing a police organization including coverage of organizational management theory leadership strategies The book also discusses strategic planning stress management wellness and police community relations **Police Administration** Charles R. Swanson,Leonard Territo,Robert W. Taylor,2012 This best selling text presents a vivid introduction to police organizations that focuses on the procedures politics and human relations issues police supervisors and administrators must understand in order to succeed Building on the authors decades of collective experience in law enforcement training and teaching Police Administration 8e is recognized by both the academic and law enforcement communities as the authoritative treatment of this topic Fully updated in this edition it includes the latest on the evolution of American policing the organization and the leader the management of police organizations and modern organizational issues Police Organization and Administration Sam S. Souryal,1995 Performance-based Management for Police Organizations Paul E. O'Connell,Frank Straub,2007 Why Law Enforcement Organizations Fail Patrick O'Hara,2005 Why Law Enforcement Organizations Fail looks carefully at just that issue Constant negative headlines call into question the ability of U S law enforcement to manage itself effectively in a democratic diverse society By analyzing a variety of cases the author shows how crises occur regularly along common structural and cultural fault lines in police agencies at every level of government The exploration of what handicaps the law enforcement agency goes far beyond bureaucratic bungling to examine deep seated structural and cultural elements of organization Symptoms such as institutional racism sexual harassment and racial profiling are seen as outgrowths of

structural cultural characteristics in law enforcement organizations whose power is often independent of larger social forces Why Law Enforcement Organizations Fail provides tools for spotting malignant individuals highlighting perverse incentives isolating and neutralizing deviant cultures recognizing policy inertia and confronting bankrupt philosophies By helping current and future law enforcement personnel better understand the lay of the land this book provides a pragmatic guide for dealing with crises preventing their recurrence and restoring the legitimacy of the police in the communities they serve This book is an excellent addition to any class on police organization and management criminal justice policy or police community relations Why Law Enforcement Organizations Fail is a must read for any law enforcement executive trying to understand the dynamics of organizational structures and systems As any experienced police official will attest when organizational structures collapse or systems fail the results can be devastating This text contains stories of some of the most egregious system failure within American law enforcement From the Philadelphia Police Department s assault on MOVE to the New York Police Department s Michael Dowd corruption scandal to the massive failure of the FBI Lab the book highlights how things go wrong Aspiring law enforcement executives would do well to read this book and learn from the mistakes of others Chief John F Timoney Miami Police Department O Hara s book is a rare find It addresses current and no doubt future issues and challenges faced by law enforcement in a very pragmatic balanced and impartial fashion The author goes beyond simply finding a human culprit as the cause of organizational malfunctions and makes a strong case that the very nature of law enforcement organizations makes some problems inevitable The treatment of organizational remedies for whatever ails law enforcement is equally insightful The author avoids unnecessary details and his down to earth writing style allows the reader to focus on what matters most This is one of the few books on the subject matter of law enforcement management and organizations that is bound to have an impact beyond the semester in which it is read Harald Otto Schweizer Ph D Associate Professor of Criminology California State University Fresno This excellent book examines pathologies in law enforcement organizations using contemporary cases as well as classic cases whose implications for police management remain fresh today Whether writing about law enforcement intelligence failures before and after 9 11 racial profiling renegade officers who dishonor the badge or failed police operations where communications oversight and supervision broke down this book is full of sharp insights about how police agencies can work better This book should be required reading so that present and future law enforcement managers can better understand and address organizational dysfunctions before they erupt into critical incidents Michael C Walker Police Director City of Paterson New Jersey Police and Assistant Professor Passaic County Community College A must reading for anyone who wants a window into the multiple sources of law enforcement organizational failures O Hara s volume is an insightful and important contribution to the field Eli B Silverman Professor Emeritus John Jay College of Criminal Justice Author of NYPD Battles Crime Innovative Strategies in Policing In each chapter the defects in the law enforcement organizations begin to emerge with shocking clarity O Hara uses these examples to

provide law enforcement with the tools necessary to change the structural behavioral and technical errors of the past especially useful in any criminal justice course that discusses police and police behaviors The book is meant for everyone but those who are already in law enforcement or planning to be should keep this book in mind It is filled with many situations from which one can learn valuable lessons and it is replete with suggestions that should be taken to heart ACJS Today More than a dozen case studies from the 1980s to the present examine many topics from 9 11 related law enforcement failures to racial profiling rogue cops who dishonor the badge and failures of the FBI Lab These case studies capture the reader's attention and help to clearly delineate the multiple sources of police agency organizational failures O'Hara not only points out the problems and issues that confront law enforcement organizations but suggests remedies as well He writes in a clear concise manner and anyone involved in law enforcement management would be well advised to read this book Undergraduate and graduate students and interested general readers should also find this book a worthwhile read Summing Up Highly recommended CHOICE Magazine *Managing the Police Organization* Larry K. Gaines, Truett A. Ricks, 1978 Traditional innovative concepts of police administration are examined in writings focusing primarily on alternatives to the quasi military administrative style The text presents background material on the status of police administration and suggests new directions that police agencies may take to improve the quality of law enforcement Two alternatives to the classical organizational arrangement the human relations perspective decentralization participative democratic leadership and decisionmaking and the systems approach data systems identification of goals control and coordination based on data analysis are emphasized The writings are divided into five areas perspectives on the role of the police and of police administration the police organization organizational behavior in police systems control processes in the police organization and changing the police organization A Police Organizational Model for Crime Reduction Ph D Rachel Boba, Rachel, Rachel Boba, MS Roberto Santos, Roberto, Roberto Santos, MS, 2012-06-16 This guidebook presents a new and comprehensive organizational model for the institutionalization of effective crime reduction strategies into police agencies called the Stratified Model of Problem Solving Analysis and Accountability i e Stratified Model along with the specific mechanisms practices and products necessary to carry out the approach in any police agency no matter the size or the crime and disorder levels Consequently the purpose of the guidebook is to present the Stratified Model in a succinct and practical way in order to provide direction for institutionalizing effective crime reduction strategies and accountability The goal is to discuss the applicability of the problem solving process and accountability procedures as well as present relevant analytical products that can immediately be used to systematically implement crime reduction strategies Although any police leader will find this guide informative it is mainly written for police managers and commanders who are seeking to improve the efficiency effectiveness and accountability of their agency's crime reduction efforts It will also be most useful to those with an understanding of basic organizational change and leadership principles and methods This guidebook is not a primer to

police leadership nor does it provide instruction on how to enact organizational change in a police agency It simply presents an effective model that can be used as a template for systematizing crime reduction strategies analysis products and accountability processes A model based on the assumptions that problem solving is an effective process for addressing simple and complex problems that crime reduction strategies can and should be guided by analysis and that an accountability structure is imperative for enacting and sustaining change in a police agency The guidebook first presents the foundations and elements of the Stratified Model then provides guidelines for implementing crime reduction strategies at different levels and evaluation of these efforts as well as an organizational structure of accountability Although the objective is to implement all aspects of the Stratified Model an agency may choose to implement parts of the model as appropriate or to implement the model in phases As a result the guidebook provides a separate discussion of how problem solving analysis and accountability occur at each level of crime reduction immediate short term and long term that is followed by a discussion of evaluation and an organizational structure of accountability that would be used if all levels of crime reduction are implemented simultaneously At the end of the guide the information is synthesized into a table illustrating a framework that can be easily adapted for agencies that seek to tailor the model and implement it into their own organizational structure

Organizational Behavior and Management in Law Enforcement Harry W. More Ph.D., Gennaro F. Vito Ph.D., William F. Walsh Ph.D., 2011-11-21 This is the eBook of the printed book and may not include any media website access codes or print supplements that may come packaged with the bound book This book provides a clear concise realistic and up to date blueprint for successful police management Drawing on decades of experience as practitioners consultants trainers and researchers the authors fully reflect current theory and practice while accurately capturing the feel of real world law enforcement management They focus on organizational behavior to promote a deeper understanding of both the police organization as a whole as well as key interactions among officers managers and the community This edition integrates the latest research and presents all new chapters on performance based management and organizational development It offers expanded coverage of leadership team building stress management and many other topics as well as 39 new cases Some key features to the new edition include 39 new cases 100 new research references and 58 new or revised Further Readings listings All new chapter on Performance Based Management showing how to create work environments that enable employees to continuously improve All new chapter on Developing Effective Organizations including coverage of systematically building better teams and achieving better performance throughout the organization This book is for professionals in law enforcement that hold these positions Chief Assistant Chief Commander Major Captain Lieutenant Watch Commander Sheriff and Assistant Sheriff

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