

Chapter 2- Administrative Principles and Tasks of Juvenile Justice Administrators

To the Instructor

Chapter 2 illustrates how general principles of administration and management are applied to agencies of the juvenile justice system, such as the police, schools, the juvenile courts, and correctional institutions as organizations, have all of the characteristics of other private and public organizations. Agencies involved with juvenile justice have missions, goals and formal organizational structures that facilitate the agencies toward the accomplishment of their goals. However, there are some major differences, since juvenile justice agencies are predominately non-profit organizations and oriented toward providing service. In addition, juvenile justice agencies are regulated by a legislative laws and judicial rulings that define their jurisdiction and operating procedures.

The instructor should note that, although the concepts of administration and management are often used interchangeably, administration generally applies to the leadership of an organization in which the policies and goals are established, while management more specifically refers to the day to day operations of the organization as it moves toward the accomplishment of its goals.

The tasks of administrators include planning, organizing, staffing, training, communicating, directing, reporting, and budgeting. It should also be noted that there are different styles of leadership. Leadership involves a person's ability to provide the direction, guidance, and motivation of the personnel employed within an agency. Strong leadership is vital to the accomplishment of the organization's mission and goals, and is not limited to the highest level administrators. The success of the organization's mission is dependent up those individuals who occupy every supervisory position within the organization.

Leadership models take into account the leader's predominant orientation toward production and meeting the needs and concerns of individuals within the organization. The early organizational models focused on the development of an organizational structure that produced profits as a major goal. A bureaucratic organizational structure with a specific hierarchy of authority, division of labor, procedural rules, and impersonality was considered the ideal structure for such an organization. Although juvenile justice agencies are typically structured in a bureaucratic manner, they employ various professionals to provide services, creating a need for a more flexible structure that allows these professionals such as psychologists, social workers, and attorneys the autonomy to make decisions based on their training and expertise.

Essay Questions

1. Define "leadership" and discuss why the leadership of an organization is so critical to the accomplishment of the organization's goals.
2. Discuss the tasks typically performed by administrators and managers of an organization.
3. Discuss the differences between the mission, objectives, goals and strategies of an organization.

4. What are the classic characteristics associated with bureaucratic organizational structures?
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5. Discuss why the classic bureaucratic organizational structure may not be conducive toward the accomplishment of juvenile justice agency goals. Be specific in noting how such an organizational structure might inhibit the effectiveness of professionals working within a juvenile justice agency.

Multiple Choice Questions.

1. For many organizations in the juvenile justice system, particularly those that are privately operated, the goals, procedures, and decisions of the hiring of high level personnel are controlled by:
 - A. the county government
 - B. community leaders
 - C. a board of trustees *
 - D. the juvenile court judge
2. _____ involves a person's ability to provide the direction, guidance, and motivation of the personnel employed within an agency that is needed to achieve the goals of the agency.
 - A. Management
 - B. Administration
 - C. Leadership *
 - D. Intuition
3. _____ are generally thought of as those persons within the organization who have the authority to set policies, establish operating procedures, and appoint and empower staff.
 - A. Managers
 - B. Administrators *
 - C. Professionals
 - D. Authority figures
4. _____ are generally considered to be those persons holding positions of authority within the organization who have the responsibility for assuring that the day by day operations of the organization are completed in an effective and efficient manner
 - A. Administrators
 - B. Managers*
 - C. Professionals
 - D. Authority figures
5. In a police agency, policy decisions and the decisions on personnel assigned to a juvenile unit will be made by:
 - A. the captain or lieutenant in charge of the juvenile bureau
 - B. administrators at the upper levels of police administration, such as the chief*
 - C. the most qualified professional (attorney, social worker) working with the juvenile bureau

- D. a consensus arrived at through discussions with the line officers

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6. The acronym POSTCORB refers to:
 - A. The chain of command in a juvenile justice agency
 - B. The levels of administrative control in a juvenile justice agency
 - C. The problems faced by administrators of juvenile justice agencies
 - D. The tasks performed by persons holding top administrative positions *

7. When staffing a position in a juvenile justice agency, _____ may prevent an administrator from hiring the most qualified person for a position.
 - A. jealousy on the part of agency personnel who have not been chosen
 - B. pressure from current personnel to fill the position from within the current staff
 - C. lack of funding for the salary the person is requesting*
 - D. political interference from the community

8. In the administrative plan called Management by Objectives:
 - A. the staff members meet to define the objectives of the agency and decide how they will be carried out.
 - B. each staff member sets his/her own objectives and has the autonomy to accomplish the objectives in his/her own way.
 - C. Interference from higher level administrators is considered detrimental to the realization of the objectives.
 - D. A specific plan of action is established for each worker, with deadlines for its completion. *

9. Budgeting tasks performed by administrators include:
 - A. seeking sources of funding
 - B. determining how the funds received will be spent
 - C. allocating the funds available to various departments and programs
 - D. all of the above *

10. The _____ of an organization refers to the purpose of the organization, the reason for its existence, and a general statement of what it seeks to accomplish.
 - A. vision
 - B. goals
 - C. mission *
 - D. objectives

11. The _____ of an organization is a general statement encompassing the direction an agency wants to take and the desired end result once it gets there.
 - A. vision*
 - B. mission
 - C. strategy
 - D. objective

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12. The desired long term achievements of an organization are termed its:
- A. mission
 - B. goals *
 - C. objectives
 - D. vision
13. The _____ of an organizations are the specific actions that are employed to achieve the objectives established.
- A. defined activities
 - B. strategies *
 - C. management tasks
 - D. None of the above
14. A _____ is a system of organization, administration, discipline and control established to apply general rules in a rational matter in order to achieve goals in the least expensive and most efficient manner possible.
- A. master plan
 - B. management strategy
 - C. bureaucracy *
 - D. autocracy
15. Professionals employed by justice agencies may experience _____ because the goals of the organization and the operating procedures established to obtain the goals are not compatible with the standards established by their profession.
- A. loss of autonomy
 - B. Interference from administrators
 - C. lack of respect from the clients served
 - D. role conflict *