

COURSE OUTLINE **Agency Administration**

Course Description

AJ 103. Agency Administration. 3 hours credit. This course will enable the student to understand the management and control of the criminal justice system, including law enforcement, corrections, and the court system. The student will also become familiar with the challenges facing justice administration. This course is designed for persons employed or interested in supervisory positions in police or correctional departments or divisions.

Course Relevance

As a supervisor or manager in the criminal justice system it is essential to understand the detailed roles and functions of administrators in police, corrections, and the court. In this course students will be able to understand and explain specific issues and challenges facing each of these areas of the justice system

Required Materials

Peak, K. J., (2010). *Justice administration: police, courts, and corrections*, (6th ed.). Upper Saddle River, NJ: Prentice-Hall, Inc.

Learning Outcomes

The intention is for the student to be able to

1. Describe the history and development of management theory.
2. Describe the skills necessary for effective management.
3. Explain current management problems and issues.

Learning PACT Skills that will be DEVELOPED and/or documented in this course

Through the student's involvement in this course, he/she will develop his/her ability in the following PACT skill areas:

Analytical Thinking

1. Critical thinking
 - Through consideration of specific scenarios, the student will develop the ability to use appropriate analytical processes to reach conclusions and formulate responses to administrative problems within the justice system.

Major Summative Assessment Task(s)

These learning outcomes and the Learning PACT skills will be demonstrated by

1. Describing in writing the considerations and procedures appropriate for dealing with a series of criminal justice organizational or supervisory scenarios.

Course Content

- I. Themes – Key recurring concepts that run throughout this course:

- A. Administrator, manager and supervisor – Although the terms are used synonymously, each is unique and is related to one another.
- B. Diversity – the impact of race, ethnicity class, religion and gender on organizational management.
- C. Ethical behavior in criminal justice agencies
- D. Administering, managing and supervising citizen contact
- II. Issues – Key areas of conflict that must be understood in order to achieve the intended outcome:
 - A. Abuse of authority, and what administration and supervisor should do to manage use of force.
 - B. Vehicle pursuits and the means use to supervise them
 - C. The porous nature of our national borders and the need to secure them from would-be terrorist and criminals.
 - D. The ramifications of racial profiling and the supervisory challenges that come with adherence to laws.
 - E. Increase of diversity to include women and minorities and how to achieve that goal
 - F. Future issues facing criminal justice organizations.
- III. Concepts – Key concepts that must be understood to address the issues:
 - A. Historical schools of thought concerning management and organizational leadership theories
 - B. Articulation of informed opinion about managers and workers
 - C. Definition of organizations, organizational theory and its function
 - D. Critical areas of management concerns
 - E. The challenges of being a manager in the criminal justice system
- IV. Skills/Competencies – Actions that are essential to achieve the course outcomes:
 - A. Writing
 - B. Reading
 - C. Computer literacy
 - D. Analytical thinking
 - E. Ability to compare and contrast
 - F. Memorization of terms
 - G. Application of concepts

Learning Units

- I. The study and scope of justice administration
 - A. Explain whether the justice system composes a process, a network, a non system or a true system
 - B. Discuss the legal and historical basis for justice and administration
 - C. Compare and contrast the differences between public and private sector administration
 - D. Discuss policy making in justice administration
- II. Organization and administration: principles and practices
 - A. Describe several approaches to managing and communicating within organizations

- B. Discuss personnel administration
 - C. Explain organizational leadership theories
 - D. Identify various employee motivational techniques
- III. The reformers: evolution of justice administration
- A. Identify pioneers in the evolution of justice administration
 - B. Discuss historical school of thought that have impacted justice administration
- IV. Police organization and operation
- A. Explain how police agencies are defined and operate as organizations
 - B. Describe the contemporary organization of police departments, including challenges to the bureaucratic mode.
 - C. Identify the influence of research on contemporary policing functions
 - D. Describe the concepts of community-oriented and problem-solving policing
- V. Police personnel roles and functions
- A. Identify the various roles police executive fulfill
 - B. Describe the functions of various management level in police organizations including captains, lieutenants, sergeants, etc
 - C. Discuss methods and considerations that affect the deployment of police personnel
- VI. Police issues and practices
- A. Discuss the need for policy development regarding the use of force and special operations
 - B. Explain the growing trends of national accreditation of law enforcement agencies
 - C. Identify the impact of technology on policing
 - D. Describe options for measuring officer productivity and providing adequate training for officers
 - E. Identify the effects of police stress and burnout
- VII. Court organization and operation
- A. Describe the bureaucratic structure and functions of courts
 - B. Explain the adversary system and other procedural mechanisms
 - C. Discuss the courts as policymaking bodies
 - D. Identify the concept of alternative dispute resolution
 - E. Discuss the view of the citizen as a “consumer” of the court system
- VIII. Court personnel roles and functions
- A. Define and distinguish the terms judicial administration and court administration
 - B. Explain the roles of judges as administrators, court clerks, and court administrators
 - C. Discuss court administration reform efforts
- IX. Court issues and practices

- A. Explain the issues of case delay, caseloads and records/paperwork management
 - B. Describe the basic elements involved in managing notorious cases
 - C. Discuss the impact of health-related issues on the courts
 - D. Identify the need for interpreters in the courtroom
 - E. Discuss the problem of gender bias in the courts
- X. Corrections organization and operation
- A. Describe the organization and operation of correctional institutions
 - B. Discuss the issue of increasing amounts of civil litigation filed by inmates
 - C. Explain the causes and effects of prison crowding
 - D. Discuss the problem of gender bias in the courts
- XI. Corrections personnel roles and functions
- A. Explain the challenges of prison administration
 - B. Describe the role and functions of the correctional officer as well as their professional orientation
 - C. Contrast how jail staff, inmates, and facilities are different from those of prisons
- XII. Community corrections: probation and parole
- A. Discuss alternatives to incarceration
 - B. Explain the challenges of managing large probation and parole caseloads
 - C. Identify types of administrative systems and issues related to probation and parole
- XIII. Corrections issues and practices
- A. Identify recent innovations in correctional facilities, including coed prisons and smoke-free correctional facilities
 - B. Describe critical issues facing correctional institutions including sex offenses, violence, drug use, inmate gangs, prison riots, etc
 - C. Discuss the movement toward privatization and accreditation of prisons
- XIV. Rights and legal responsibilities of criminal justice employees
- A. Discuss the laws surrounding employee rights
 - B. Identify contemporary issues such as drug testing, privacy, and sexual harassment as well as major limitations on the hiring, disciplining, and firing of criminal justice personnel
 - C. Describe the legal responsibilities of criminal justice administrators and their employees
- XV. Financial administration
- A. Discuss control of fiscal resources through budgeting
 - B. Identify the influence of politics and fiscal realities in budgeting
 - C. Describe the critical elements of the budget process including formulation, approval, execution and audit

XVI. Technology review

- A. Identify and assess the impact of technological advances within the three justice system components

XVII. What lies in the future?

- A. Identify future trends in justice administration
- B. Discuss reform efforts in the areas of police, courts and corrections
- C. Describe the necessary steps administrators need to take to reinvent their agencies to become more efficient and customer oriented

Learning Activities

Classroom: Lecture, instructor-led class discussion, group study, field trips, library research, various audio/visual aids, case studies, guest speakers, student presentations, and examination of professional journals

Grade Determination

The student will be graded on completion of assessment tasks, research papers, tests, daily work, class participation, out-of-class assignment and other methods of evaluation at the discretion of the instructor.