

better working conditions, and benefits. Unions create contracts that manage the actions of both employees and administrators. The criminal justice system has seen its workers using unions since 1954. Currently, correctional personnel and probation officers are becoming more active in collective bargaining, although mainly within their own states and agencies.

- Political pressures can come from direct and indirect sources. Altering laws at the national or state level manipulates the criminal justice system indirectly. Budgets, procedures, or organizational effectiveness may change as a result of indirect pressures. Community members and special interest groups have a more direct impact on the inner workings of the criminal justice system.

CHAPTER REVIEW QUESTIONS

1. Thinking back to "In the News 4.2," if a police department wanted to implement a new teen court program, how might the department fund the program? Who within the community would have an interest in the program? What if a correctional institution wanted to incorporate parenting classes into a women's prison facility? How could the prison fund the classes?
2. In your opinion, how are police worn body cameras and drones (as discussed in "In the News 4.3") going to change policing in the United States? What advantages and disadvantages will they have? Explain why you believe this.
3. Identify some of the characteristics of the culture at your school. What behaviors or actions are culturally acceptable and what ones are unacceptable? Has that changed since you first arrived at school? What about within your community (at home)? What is the culture there? What is the demographic makeup of your school and community? Does your school use race in determining admissions?
4. If you were working in a probation department, what employee issues would matter most to you? Higher salaries? More time off? Compensation time? Health, disability, or life insurance? What other important issues can you think of? Why do these matter to you?
5. If you were hired by a probation department and a union was present, would you join the union? Why or why not? If you were a member, how would you convince the union representatives and the administration to change employee treatment regarding compensation time?
6. Like those identified in "In the News 4.1" where training K-9 dogs has changed, identify two or three recent modifications to policing as a result of legal and political changes. Were these good changes? Why or why not?

CASE STUDY

You are a state legislator representing a district of about 100,000 citizens in the northern part of a state. You receive word that a death row inmate from your district is scheduled for execution in the next week. This inmate has been on death row for more than 20 years for a heinous crime involving the death of a 20 year old.

The crime involved two individuals who followed a 20-year-old man from his home to a convenience store about five miles away. When the man emerged from the store, the two offenders forced him into his truck with one of the offenders. One offender drove their car, while the other forced the victim to follow

to an isolated location in the woods about 20 miles away. Once there, the offenders beat the victim, shot him, and set him on fire. They, then, buried him in a shallow grave.

The victimization was the result of another criminal case. The 20-year-old victim had witnessed the two offenders rape a young female at a party about four months earlier. The victim was set to testify against the two offenders in the rape case. The two offenders assumed that killing the victim would resolve the rape case (i.e., no witness = no case).

The offenders were identified because one dropped his driver's license at the scene of crime. After hours of interrogation, one of the offenders confessed to the crime and led detectives to the shallow grave. He also implicated his co-offender. Both men were charged with malice murder, felony murder, kidnapping, aggravated battery, concealing a death, and stood trial later for the rape charges. The offenders

received the death penalty in the murder cases. The conviction has been upheld by the state supreme court under appeals.

As is customary, once notified of the impending execution, the death row inmate filed a request for clemency with the state parole board. The board heard the case, and less than 24 hours before the time of the execution, they changed the inmate's sentence from the death penalty to life in prison without parole. Jury members, the original prosecutor, defense counsel, or judge were not involved in the decision-making process of the parole board.

Citizens in your district are outraged as this was one of the most highly profiled murders in your area. By law, the parole board does not have to provide information regarding the decision—other than the result—the factors used to make the decision, or consult with any legal representatives in changing the sentence.

QUESTIONS FOR DISCUSSION

1. As a state legislator, what options do you have available to you in calming the disgruntled citizens in your district? How can you use the law, politics, or cultural expectations to make changes to the parole board or the criminal justice system?
2. How does a decision like this impact the public's perception of the criminal justice system as a whole? How can this decision impact policing or the corrections system on a day-to-day basis?
3. How often do you think this type of incident occurs in criminal justice? What unique challenges do these incidents place on the system that we may not see in other industries?
4. The lack of transparency used by the parole board may create a larger issue over time. What would you suggest about transparency moving forward?

INTERNET RESOURCES

Administrative Office of U.S. Courts: <http://www.uscourts.gov>

Federal Bureau of Prisons: <http://www.bop.gov>

National Association of Police Organizations: <http://www.napo.org>