

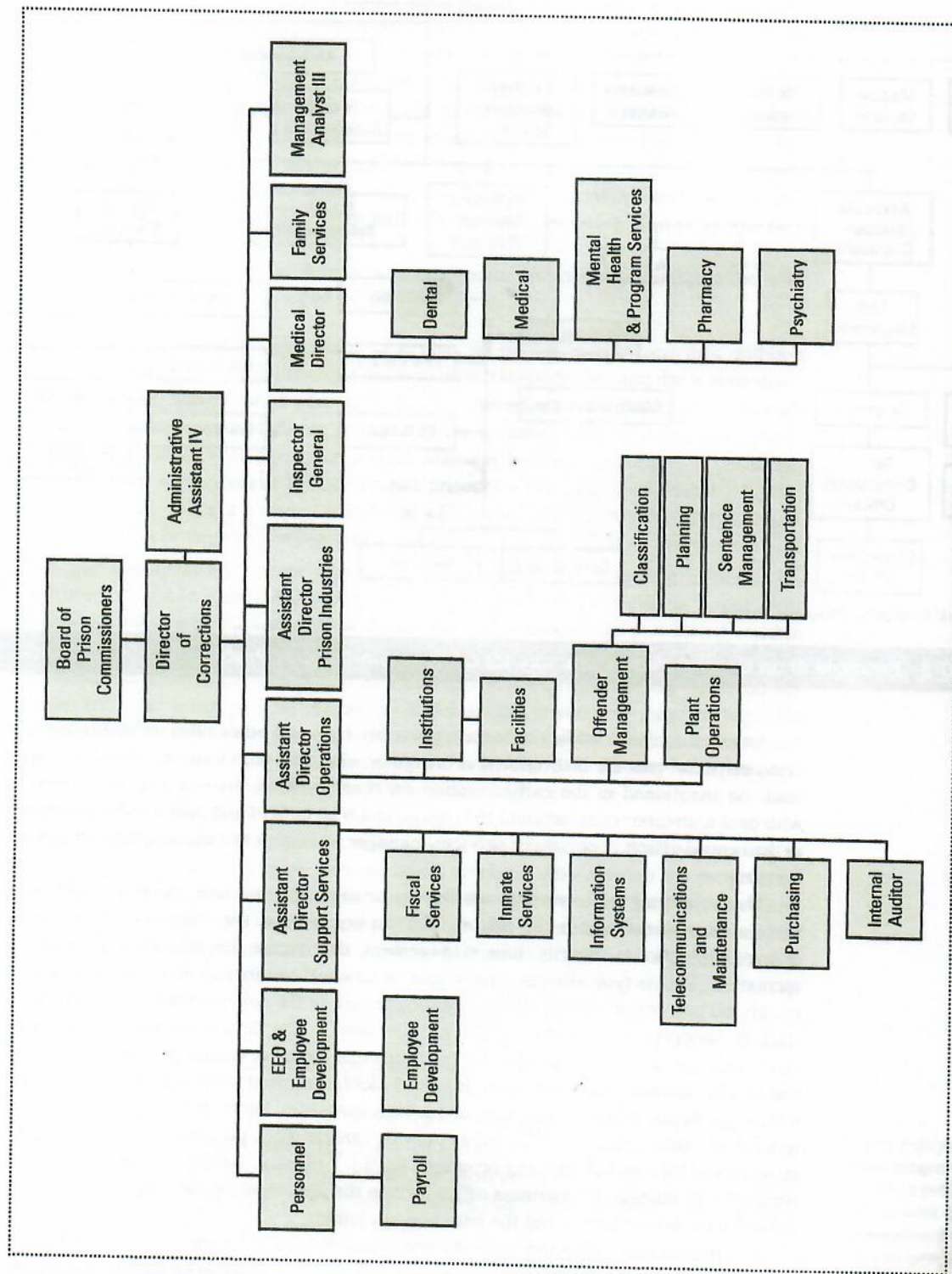


FIGURE 10-1 Example of an Organizational Structure for a Correctional Central Office

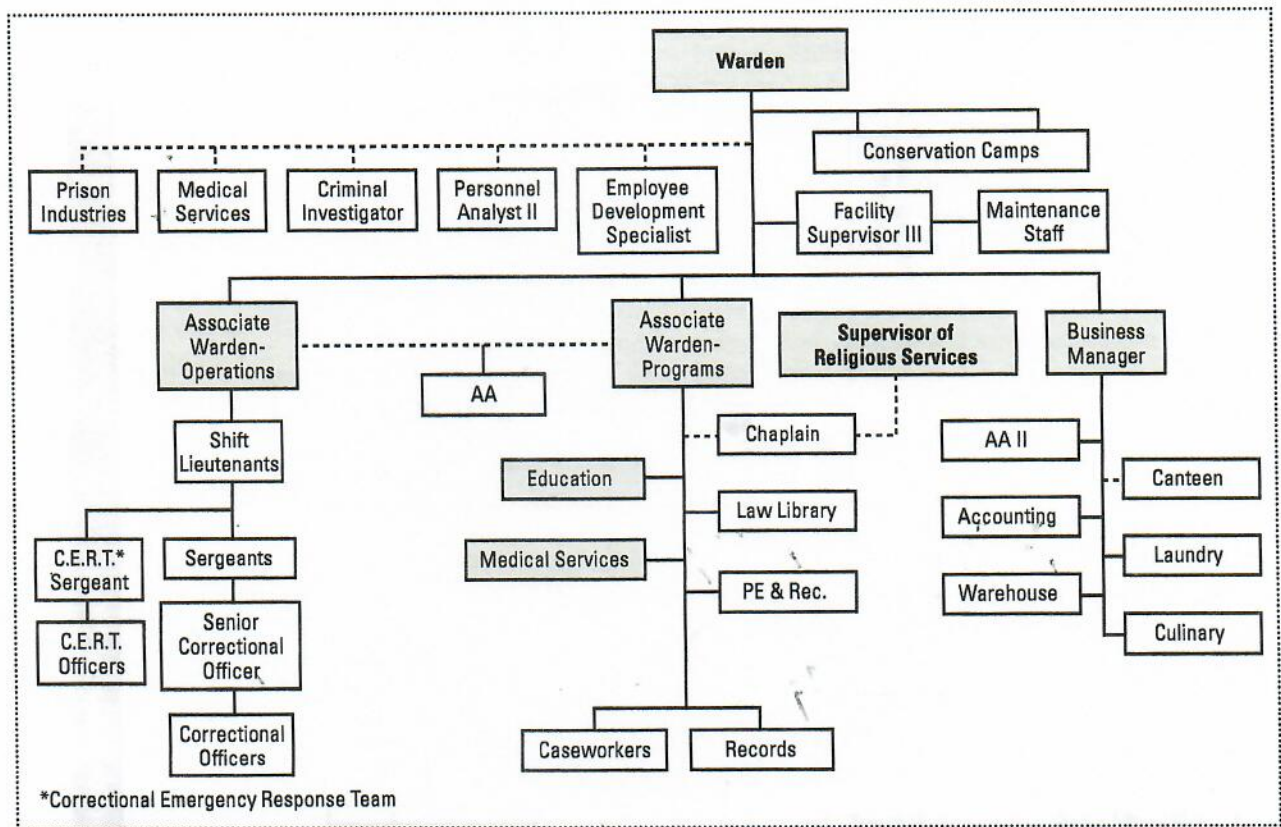


FIGURE 10-2 Example of an Organizational Structure for a Maximum-Security Prison

Attached to the warden's office are (possibly by some other title) an institutional services inspector and the institutional investigator who deal with inmate complaints against staff. As mentioned in the earlier section on central office, prisons also need personnel who deal with labor contracts and the media, and who collect and provide this information to the central office. A computer services manager maintains the management information systems.

Also reporting to the warden are deputy or associate wardens, each of whom supervises a department within the prison. The deputy warden for operations will normally oversee correctional security, unit management, the inmate disciplinary committee, and recreation. This is typically the largest unit in terms of number of employees, as approximately 66 percent of all correctional employees are in the role of correctional officer, line staff, or supervisors in direct contact with inmates.³³ The deputy warden for special services will typically be responsible for functions that are more treatment oriented, including the library, mental health services, drug and alcohol recovery services, education, prison job assignments, religious services, and prison industries. Note that a large percentage of federal and state correctional facilities provide inmate work programs (88%), educational programs (85%), and counseling programs (92%).³⁴ Finally, the deputy warden for administration will manage the business office, prison maintenance, laundry, food service, medical services, prison farms, and the issuance of clothing.³⁵

It is important to note that custody and treatment are not either-or in correctional organizations; rather, they are complementary. Although custody overshadows treatment in terms of operational priorities—treatment programs are unable to flourish if security is weak and staff and inmates work and live in chronic fear and danger—prisons without

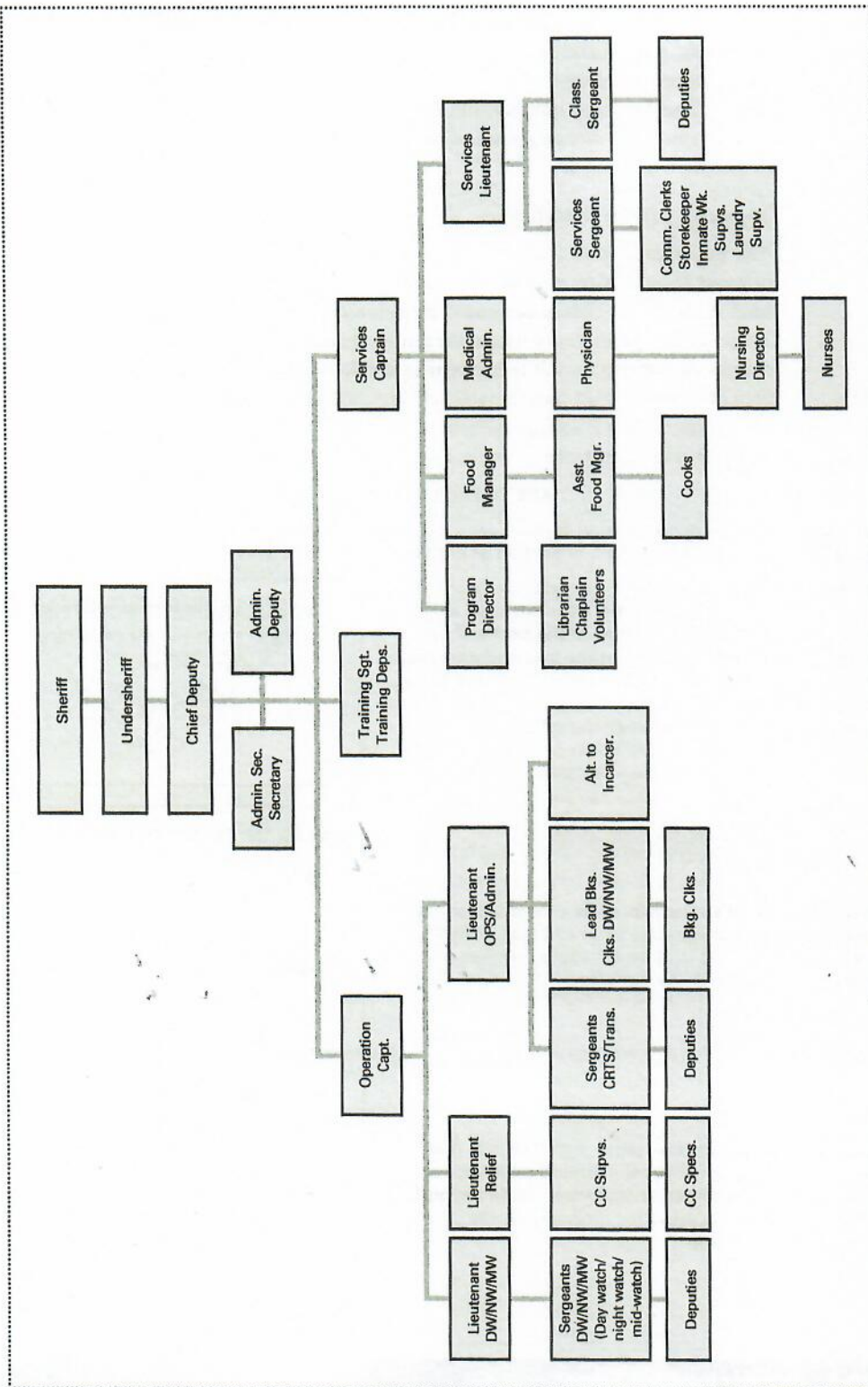


FIGURE 10-4 Organizational Structure of a Jail Serving a Population of 250,000

allows for a better officer/assignment match.¹³⁹ In sum, it would seem that the administrator's decision concerning arming should focus on need, officer safety, and local laws and policies.

Probation and parole officers do not possess peace officer authority in 24 (48%) of the states, while they are authorized such powers in 26 (52%) states. Note, however, that in 8 (16%) of those states that grant officers such powers, it is granted only to *adult* probation and parole officers, not to those who work with juveniles.¹⁴⁰

probation where a court places an offender on supervision in the community, generally in lieu of incarceration.

Probation Systems

Types of Systems

Figure 10-6 ■ depicts an organizational structure for a regional probation and parole organization. **Probation**—where a court places a person on supervision in the community, generally in lieu of incarceration—is the most frequently used sanction; it costs offenders their privacy and self-determination and usually includes some element of the other

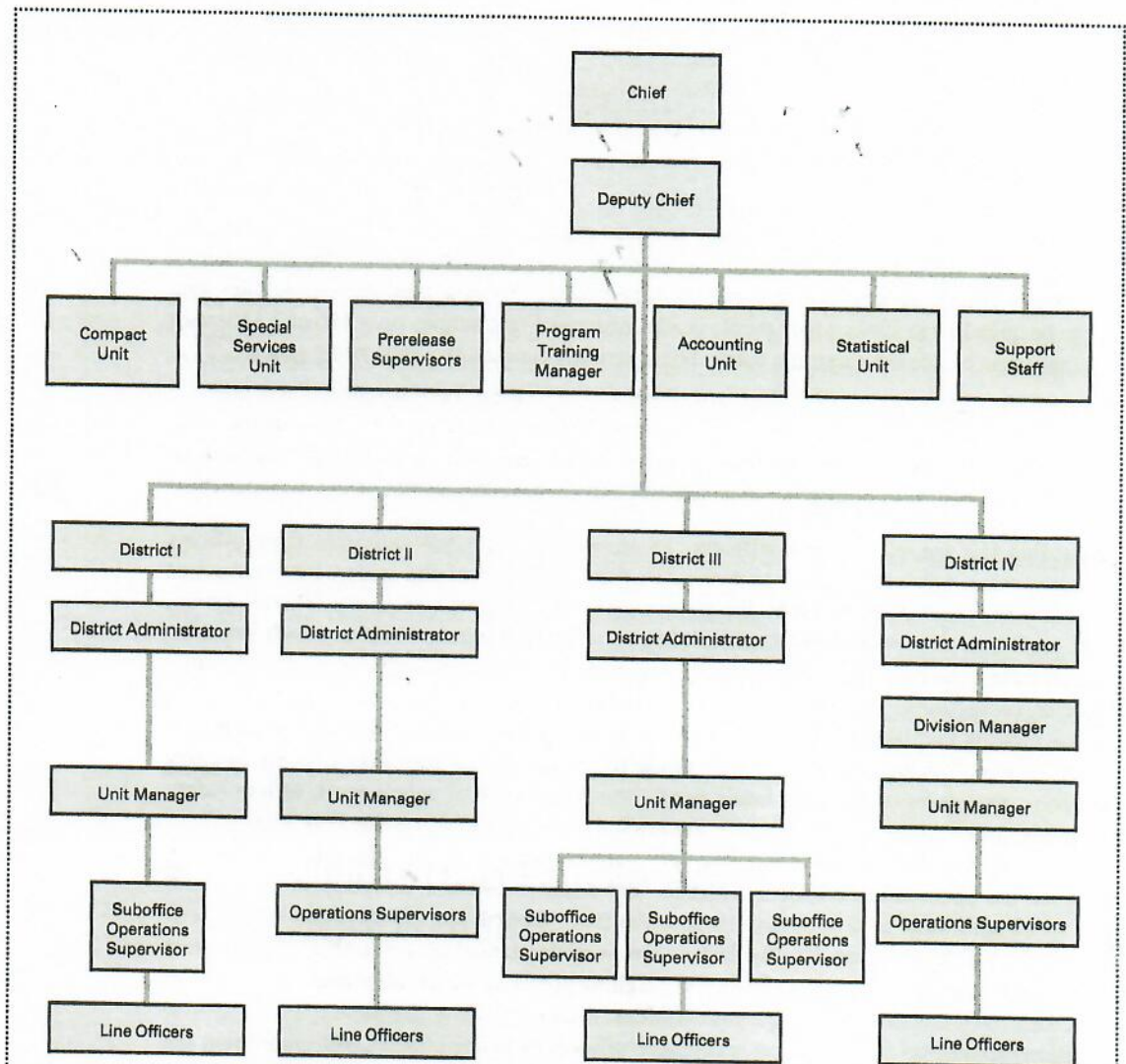


FIGURE 10-6 Organizational Structure for a Regional Probation and Parole Organization