

Waterman, 1982). Some applications have been in the criminal justice system. Our objective here is to show how these ideas translate into specific models of supervision. The reader is asked to place these models within the contexts described previously—namely, an organizational goal context and an organizational structural context.

The Traditional Model of Employee Supervision

The **traditional model of employee supervision** stresses centralized authority, clear-cut rules and regulations, well-developed policies and procedures, and discernable lines of authority operationally through a chain of command—in short, high degrees of centralization, formalization, and complexity. Contemporary critics, however, question the effectiveness and appropriateness of this model of supervision to the changing societal expectations of the criminal justice system. We will have more to say on this line of criticism later. For now, it is useful to flesh out the key elements of the traditional model of employee supervision used in most criminal justice organizations.

Traditional model of employee supervision:

A model that emphasizes clear rules and regulations, division of labor, span of control, delegation of authority, and employee specialization within organizations.

The traditional model is made up of the following elements: a hierarchy that stresses an identifiable span of control, a precise unity of command, and a clear delegation of authority; rulification; and specialization of services and activities of employees (Gaines, Southerland, and Angell, 1991).

Span of control refers to the appropriate number of employees that can be managed by any one supervisor. What this magic number should be has been part of the debates among scholars and practitioners alike. This concept can be applied both to employees and the people they supervise. For example, span of control is a central question in the delivery of services to probationers and parolees (McShane and Krause, 1993). Concerns over the maximum number of probationers who can be supervised by one agent have plagued community corrections officials for years (Clear and Cole, 1994). For police departments, span of control refers to the number of officers that can be reasonably monitored by a supervisor.

Unity of command refers to the placement of one person in charge of a situation and an employee. The importance of this concept to traditional supervision revolves around multiple and conflicting orders from supervisors. For control and supervision to be maximized, there has to be one supervisor, known by every employee. In this way, confusion about directives and commands is reduced, and the employee is aware of to whom he or she must report. In the words of one correctional administrator, "There have to be one chief and a lot of Indians in prison."

Delegation of authority maintains the integrity of the organization by clearly defining tasks and responsibilities of employees, as well as delegating power and authority to complete required tasks. For police organizations, this means providing employees clear direction on what their responsibilities are, the necessary skills to accomplish tasks, and the requisite authority to achieve objectives. Each employee understands his or her role in the accomplishment of tasks and where they fit into the larger goals of the organization.

Rulification emphasizes the importance of rules and regulations to the organization. Every policy, procedure, and directive must have some specific written