

Criminal Justice Organizations: Administration and Management



THE STRUCTURE OF CRIMINAL JUSTICE ORGANIZATIONS

**ADAPTED FROM CRIMINAL JUSTICE ADMINISTRATION AND MANAGEMENT 6TH
ED.**

Learning Objectives



- Define hierarchical and organic.
- Define the major differences between centralized and decentralized organizations.
- Understand the difference between the formal and informal structure of an organization.

Overview of Organizational Structure



- Criminal justice organizations vary greatly in size, structure and purpose.
- Criminal justice organizations are compared by:
 - Their organizational models
 - Hierarchical versus Organic
 - Their structural dimensions
 - Task specialization
 - Formalization
 - Span of control
 - Centralization versus Decentralization
 - Complexity
 - Allocation of line and staff personnel

Overview of Organizational Structure

Organizational Models



Hierarchical

- Structurally rigid-clear chain of command.
- Leadership exists within supervisor/subordinate relationships.
- Function best in stable or predictable environments.
- Communications is vertical and downward.

Organic

- Loosely connected-authority is diffused.
- Leadership is more peer-oriented.
- Can function efficiently in unstable or unpredictable environments.
- Communication is horizontal.

Overview of Organizational Structure

Organizational Models



Hierarchical

- Focus on processes, procedures, and rules.
- Decision making and conflict resolution come from the top.
- Workers perform narrowly defined (specialized) tasks.
- Responsibility is individually based.

Organic

- Focus on results.
- Decision making and conflict resolution can come from anywhere.
- Workers may perform a number of tasks.
- Responsibility may be team based.

Overview of Organizational Structure

Organizational Models



Fearless leaders (FLs)
Deputy FLs

Middle management
(Majors, captains, lieutenants)

Line supervisors
Operations personnel

Overview of Organizational Structure

Organizational Dimensions



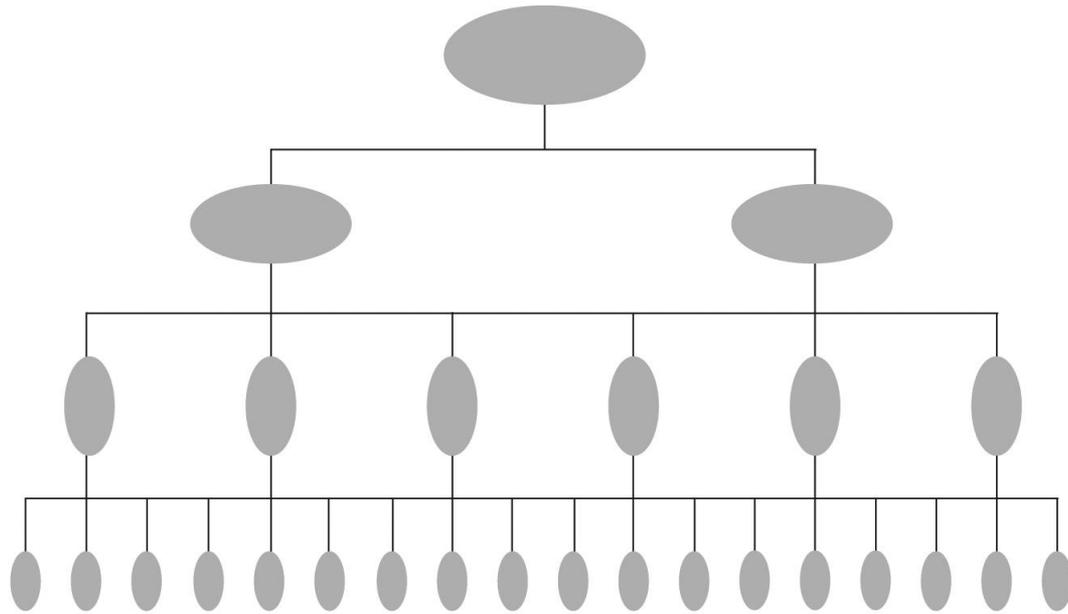
- **Task Specialization** – the process of dividing work processes into smaller tasks.
 - Narrowly defined work tasks = high task specialization
 - Broadly defined work tasks = low task specialization
- **Formalization** – the establishment of written rules and regulations that govern the work activities.
 - High levels of formalization (many rules)
 - Low levels of formalization (few rules)

Overview of Organizational Structure

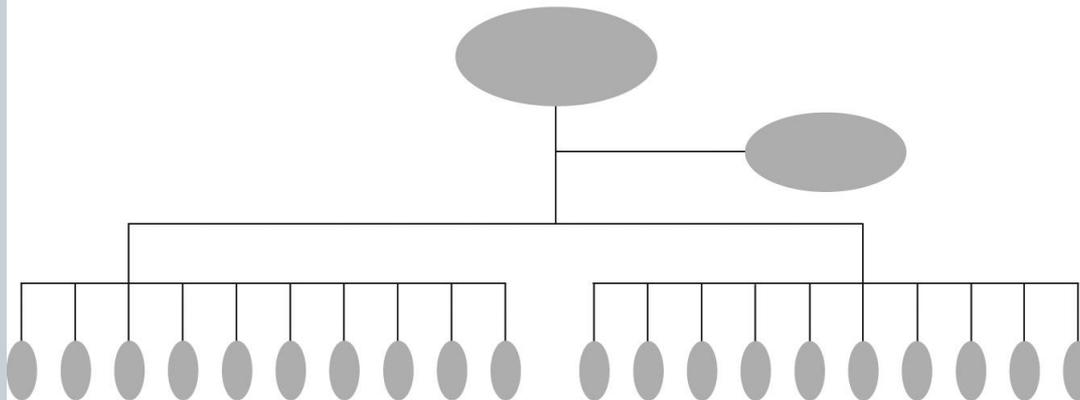
Organizational Dimensions



- **Span of Control** – the number of subordinates reporting to a supervisor.
 - Wide (more subordinates per supervisor)
 - Narrow (few subordinates per supervisor)
- **Centralization versus Decentralization**
 - In centralized organizations important decisions are made by upper managers.
 - In decentralized organizations important decisions are made in the lower levels.



Tall



Flat

Overview of Organizational Structure

Organizational Dimensions



- **Complexity** – defined by the number of units within an organization.
 - **Vertical complexity** – number of levels in the chain of command (tall organizations).
 - **Horizontal complexity** – number of units across the organization (flat organizations).
- **Line/Staff Allocation** – the balance between line and staff personnel.
 - Line employees ‘exist’ within the chain of command.
 - Staff employees ‘exist’ outside the chain of command.