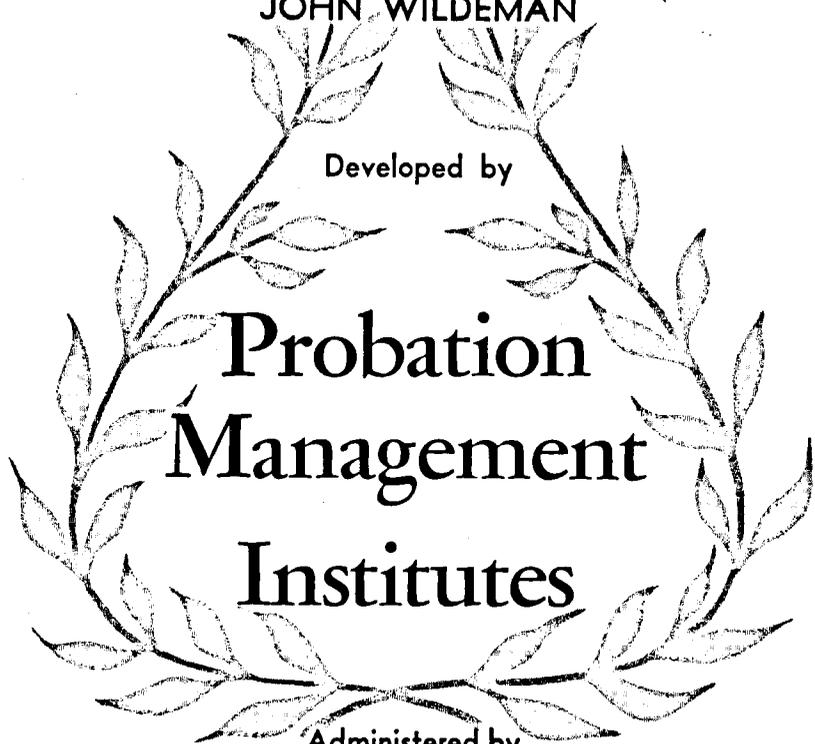0516

Publication VI

MANAGEMENT OF PROBATION SERVICES
A SUPPLEMENTARY BIBLIOGRAPHY

Edited by
ALVIN W. COHN
with EMILIO VIANO' and
JOHN WILDEMAN

Developed by

Probation
Management
Institutes

Administered by

THE NATIONAL COUNCIL ON CRIME AND DELINQUENCY

Sponsors

December 1969

Publication VI

M A N A G E M E N T   O F   P R O B A T I O N   S E R V I C E S

A   S U P P L E M E N T A R Y   B I B L I O G R A P H Y

Edited by
Alvin W. Cohn
with Emilio Viano and
John Wildeman

Developed by

THE PROBATION MANAGEMENT INSTITUTES

Administered by
THE NATIONAL COUNCIL ON CRIME AND DELINQUENCY

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PREFACE

June 1, 1967 marked the beginning of a projected two-year
program of intensive, regional institutes for top-level
adult probation administrators in the United States concerned
with new approaches to the understanding of decision-making
and managerial styles of behavior. This project was made
possible by a grant from the United States Department of
Justice, Office of Law Enforcement Assistance.

The program is administered by the National Council on Crime
and Delinquency and is sponsored by the Advisory Council on
Parole of the National Council on Crime and Delinquency;
Association of Paroling Authorities; the Interstate Compact
Administrators Association for the Council of State Governements;
Probation Division, Administrative Office of the United States
Courts; Probation Representative of the Professional Council
of the National Council on Crime and Delinquency; and the United
States Board of Parole.

The basic objectives of the Probation Management Institutes are
two-fold: (1) to increase knowledge among probation adminis-
trators and middle managers about new developments in organiza-
tional practice and probation and community treatment and to
encourage utilization of that knowledge; and (2) to develop a
heightened commitment on the part of policy setting probation
administrators to new concepts of effectively managing change
and the continuous testing of innovative forms of treatment of
offenders.

No attempt has been made to publish an all-inclusive bibliography
related to the administration and management of probation
services in the United States. Instead, a sampling of significant
abstracts, annotations, and citations of the literature is pre-
sented. Many of the abstracts were obtained from the Information
Center of the National Council on Crime and Delinquency (the
abstract numbers are included), while many others were prepared
by the project staff.

This document is the sixth in a series of publications from the
Probation Management Institutes and is a supplementary volume
to the previously published Publication II - Management of
Probation Services: A Bibliography. It is hoped that this and
other publications will assist those who are concerned with the
administration of probation services to be more effective in their
work.

                              Alvin W. Cohn, Director
                              Probation Management Institutes

December 1969

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INTRODUCTION

Any attempt to compile a bibliography on a given subject poses special problems to the editors, not the least of which is the dilemma of what to include and what to exclude. For this volume, the task was made somewhat easier for a decision was made to include as much as possible within the time limits available to complete the job. Additionally, many of the abstracts had been written and were on file at the Information Center, National Council on Crime and Delinquency, as was the case in the preceding companion volume.

The abstracts, annotations, and citations of significant materials in the world of the management of probation services should serve as a guide to those persons working in the field as well as students and observors of the system. No attempt has been made to suggest that anything reported in this volume is the best material available. The reader will have to exercise personal judgment in terms of what is of particular relevance to him.

The materials are divided into eight basic categories:

     I.   Conference, Research, and Survey Reports
    II.   Personnel
   III.   Organization
    IV.   Techniques and Practices
     V.   Relations with Judiciary and Other Areas
    VI.   Management, Administration, and Formal Organization
            Theory
   VII.   Miscellaneous
  VIII.   Journals Available for Subscription

Additionally, materials are presented in the following order:

    A.   Abstracts of books and articles
    B.   Annotations concerning books and articles
    C.   Citations of selected books and articles (where
           appropriate).

The reader will note that within each of the eight categories, abstracts, annotations, and citations are presented in that order, and that each entry is given a number. Therefore, an entry labeled III-B-6, for example would mean that it is an annotation (B) in the section Organization (III) and is the sixth entry (6). There are no pagination references.

In order to facilitate the finding of selected references, three indices have been prepared:

1. Entry by Item
2. Entry by Author
3. Entry by Selected Subject

In the Entry by Item, all bibliographical information can be found, such as author, titlem journal, volume, year, pages, and other materials normally describing a reference. Its entry number will be given also.

In the Entry by Author, the authors will be found in alphabetical order, along with where the reference can be found in the volume, again by entry number.

In the Entry by Subject, an attempt has been made to reduce all the entries to detailed subject-headings. Here, the author, title, and location in the volume are listed under appropriate headings, by entry numbers.

The method of organizing this volume has been deliberate so that with this supplementary volume, the reader is able to find new references according to the entry numbering system of the previous volume. Additionally new entries fall in place within the three indices established.

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<u>S E C T I O N   I</u>

C O N F E R E N C E ,   R E S E A R C H ,

A N D   S U R V E Y   R E P O R T S

Robert Atchley and M. Patrick McCabe. "Socialization in Correctional Communities: A Replication", _American Sociological Review_, Vol 33, no. 5 (October, 1968), pp. 774-785

Previous studies regarding the "prisonization" experience have found that, immediately prior to release inmates tended to reject the inmate culture in preparation for release. This study, carried out as a replication of former studies in the field, found no support for these previous findings. The theory of prisonization is evidently more complex than students of penology have thought. It involves a string of interconnected complex variables, the isolation of which requires specialized research design.

I-A-29

California. Department of the Youth Authority. California's probation subsidy: a report to the legislature. Sacramento, 1969. 32 p.

California's State Aid for Probation Services became operative on July 1, 1966; during its first two years of operation the program has proven to be an effective plan for encouraging counties to reduce their rates of commitment to state correctional institutions. Participating counties are paid up to a maximum of $4,000 per case to offer intensive care and treatment to selected probationers in the community who previously would have been committed to the state. Experience during the first two years suggests that the county can give improved service to five or six probationers for every new uncommitted case held at the county level. During these years (1966-1968) special probation supervision was offered in lieu of state service for 3,814 persons who might otherwise have come into the state correctional system. The net savings to the state amounted to almost $10 million. In the 1967-1968 fiscal year, the rate of first commitments to the California Youth Authority was lowered to 120 youths per 100,000 population or 26 percent below the average commitment rate for the preceding five-year period. Data show that probation is being used more and revoked less; this finding supports the original premise that good probation practices can reduce commitments to state institutions while offering substantially increased protection to local taxpayers through improved supervision of probationers.

California. Northern California Service League. Final report
of the San Francisco rehabilitation project for offenders.
San Francisco, Northern California Service League, 1968. 56 p.

A demonstration program was launched in San Francisco
providing service to individual adult offenders through
a professional helping relationship focused on changing
patterns of behavior. Its purpose was to replace a jail
or prison term with counseling in the community. The
offender sample of 109 subjects was broadly representa-
tive of the group now going to jail and prison. The
offenders were found to be a disadvantaged group in
terms of opportunity and experience, forced to compete
in a growingly more complex society. The offender's
handicaps were found to lead to failure and frustration
in his efforts to compete. For some, these failures and
frustrations lead to crime. The program has shown that
intensive rehabilitation counseling by professionally
trained workers can achieve results in terms of the re-
duction of new crime, equal to, if not more successfully
than imprisonment. It is a program which can be set up
by existing governmental agencies whose economic returns,
in terms of support of the offender and his dependents
during treatment, can exceed the costs of providing
treatment.

Empey, LaMar T. "Collaboration between action and research:
problems and perspectives." in University of Alberta. The
prevention of crime in medium-sized cities: some innovations
in correctional practice. Banff, University of Alberta, 1968.
pp. 28-31.

Correctional policies are inefficient in that they are
formulated without comprehensive planning and systematic
evaluation. Two types of research are needed to develop
effective correction programs: (1) offender classifica-
tion and matching with treatment type; and (2) investigation
of correctional organization. Offenders should be classi-
fied to distinguish those who are essentially self-
correcting and need little programming, those who require
highly concentrated institutional controls and techniques.
A coherent system of treatment alternative ranging from
non-supervisory measures such as fines, through increas-
ingly structured community programs, to total incarceration,

and types of offenders should be placed in the appropri-
ate programs. Experimental models are needed to organize
and test new correctional efforts. Such a model would
include an explicit statement of objectives, a framework
of theoretical assumptions, a program strategy and re-
search design, and a system of research feedback. Also
essential, especially for follow-up studies across
jurisdictional lines, would be a central data repository.

I-A-32

Empey, LaMar T.; Lubeck, Steven G. "Conformity and Deviance
in the 'Situation of Compnay'," American Sociological Review,
Vol. 33, No. 5, (October, 1968). pp. 760-774.

This study raises several vexing problems relating to the
concept of delinquent subculture as it is used in analyz-
ing delinquency patterns. An alternative explanation of
delinquency behavior patterns is offered by suggesting
the possible existence of a "parent" subculture of delin-
quency which may characterize urban as well as rural
delinquent youths. Four cognitive dimensions of juvenile
peer activity are isolated which seemed to transcend the
four-fold distinction between delinquent, nondelinquent,
rural, and urban. The study suggests that there is a
need to study adolescent perceptions and behavior in
three major areas: cognition and cognitive patterns,
valences and strengths of attractions, and the situational
context in which an activity develops.

I-A-33

Gigeroff, Alex K. Sex offenders on probation: a survey of
seven provinces. Distribution of offenses with an analysis
of the use of psychiatric services. Canada, Clarke Institute
of Psychiatry, 1965. 117 pp.

A survey was made in Canada to ascertain the status of
the sexual offender on probation. Information was ob-
tained which would enable this offender to be classified
in categories established on a phenomonological basis
using three points of reference: the offender; the vic-
tim; and the act. Information obtained regarding

psychiatric services for these offenders was divided
into three parts: whether or not psychiatric treatment
had been ordered by the court as a condition in the re-
cognizance; whether or not psychiatric assessment had
been made; and whether or not the offender had received
or was receiving treatment. It was found that about six
out of 10 sex offenders on probation receive some psy-
chiatric contact, either by way of assessment or treatment
or both, and that a little less than half of the offenders
on probation (45.3 percent) are ordered to have psychi-
atric treatment as a condition in their recognizance.
The staff was unable to make a phenomenological analysis
of the material. Although legal charges were separated,
certain deviations cross the legal boundaries and can
appear under several offenses. The data may still be
valuable for future analysis.

I-A-34

Glaser, Daniel. "The integration of research with operations
in corrections." in University of Alberta. The prevention of
crime in medium-sized cities: some innovations in correc-
tional practice. Banff, University of Alberta, 1968. pp. 32-34.

Although there has been increasing emphasis on guiding
judicial processes by scientific research since the mid-
19th century, corrections officials and the judiciary
generally do not systematically assess the assumptions on
which they base their decisions. The influence of classi-
cal criminal law, which emphasized uniform sentences as a
reaction against earlier judicial favoritism, is a major
factor in limiting research. Administrative autonomy,
which prevents judges from seeing the effects of their
decisions, also reduces the pressures to modify policies
or improve practices. Much of the research that has been
done has been concerned with more abstract questions with
little emphasis on testing correctional decisions. In
addition, records kept are not conducive to statistical
research in that they are narrative and generally not
standardized. Research and operations, such as record-
keeping, need to be integrated so that correctional staff
and the judiciary can receive research feedback on their
decisions and actions. The controlled experiment, in
which offenders are randomly assigned to different types
of treatment, is very useful in improving sentencing and
disposition criteria. In Los Angeles, where the opera-
tional records are being made to coincide with research

records, it will be possible to determine the probabilities of recidivism for each sentencing alternative and the judge will be able to provide new data for research through judicial record-keeping.

I-A-35

Glueck, Sheldon; Glueck, Eleanor. Delinquents and nondelinquents in perspective. Cambridge, Mass., Harvard University Press, 1968. 268 p.

This work incorporates data presented in Unraveling Juvenile Delinquency (1950) by Sheldon and Eleanor Glueck with new data collected in more than 12 years of subsequent investigation of the lives of the delinquents and nondelinquents of the earlier study. Information on the criminal records as well as the domestic relations, work histories, recreation, armed services careers, and other aspects of life of the young adults of the delinquent group is compared with that of the original group of nondelinquents, raising basic theoretical issues concerning delinquency prevention and crime control. Contents: Parental background; Characteristics of delinquents and nondelinquents; Behavior of delinquents and nondelinquents; Aims and techniques of follow-up inquiries; The place called "home"; Health status; Academic education and vocational training; Domestic relations; Industrial history; Economic conditions; Interests, leisure, companions, and church attendance; Ambitions, frustrations, maturation; Military experience; Delinquency in childhood: criminality in adulthood; Penocorrectional experiences; Theoretical implications; Some practical implications; Appendices.

I-A-36

Goldberg, W. A. "Adult probation in the United States, 1968." Canadian Journal of Corrections. 11(2):89-107, 1969.

This compendium is the concluding section of a larger study of the same title covering: (1) a state-by-state summary of the adult probation laws of the fifty states, Puerto Rico and the United States' courts as of January, 1968; (2) analysis of the findings by topical items; (3) comparisons with earlier national studies of 1931, 1939, 1940, and two in 1967. An on-going extension of this analysis is current with reference to probation in the Canadian provinces.

Gottfredson, Don M. "Research: who needs it?" In: Washington
(State). Institutions Department. Proceedings of the Ninth
Annual Research Meeting. Research Report, 2(2):11-17, 1969.

> Administrators' decisions are often based on untested
> theory, selective personal experience, or the beliefs of
> the particular discipline. To benefit from experience,
> the administrator should have access to empirical obser-
> vations in the form of feedback information, of the
> consequences of his decisions. The administrator must
> articulate the desired objectives, obtain information
> descriptive of the situation, and determine the relation-
> ships between this information and the goals set.
> Improved measures of program outcome are needed in order
> to provide accurate feedback. Two ways the administrator
> can improve agency program decisions are through analysis
> of experiments and through systematic study of natural
> variation among programs and their outcomes. For decision-
> making concerning individuals, rather than programs, a
> variety of evaluative tools are available which differ in
> scope and in reliability. Research is essential to sound
> administrative practice.

Louis Harris and Associates. Corrections 1968; a climate for
change. Report of a survey for the Joint Commission on Cor-
rectional Manpower and Training. Washington, D.C., 1968. 44 p.

> A survey was made of 1,870 correction workers in institu-
> tions and probation and parole agencies in order to elicit
> their attitudes toward their jobs, the training they un-
> derwent, and what they see as important changes needed in
> the years ahead. The findings were as follows: A majority
> of correction personnel saw the total system of criminal
> justice as "somewhat effective", while less than 1 in 10
> see it as being "very effective." There is a strong feel-
> ing that greater cooperation by police, courts and
> corrections is needed. Each element of the system, how-
> ever, is viewed differently. The police receive a positive
> rating from almost 70 percent of correction workers, but
> neither the courts nor corrections itself is seen in such
> a favorable light. No correction setting receives a
> positive rating from correction personnel; adult institu-
> tions receive the lowest rating, with juvenile institutions
> and juvenile parole slightly higher. Line workers are

generally more favorable toward most settings than other occupation groups, but there is general agreement about the low level of correction accomplishment. In each setting rehabilitation is considered the primary goal, but a sizable minority feel that punishment is the first aim of adult institutions. A majority of correction workers believe that the community must be more involved in the correction process; a majority also believe that restraint is compatible with rehabilitation; and a plurality support the increased use of probation and parole. When asked to suggest changes in correction programs, workers emphasized more community-oriented programs; additional special treatment programs; and limited caseloads. In spite of the urgent problems seen by correction personnel, they generally expressed a high level of satisfaction with their employment. Complaints included too much work, inadequate or untrained staff, low budget, failure to progress, disorganization and the inability to provide for offenders' needs.

I-A-39

Havenstrite, Al. A proposed state-administered adult probation and parole system for Texas. Criminal Justice Monograph, Vol. 1, No. 1, Part A. Huntsville, Texas, Sam Houston State College, 1969. 241 p.

A survey was made of adult probation and parole services in Texas in order to formulate a system which would make adequate probation and parole available to all counties in Texas. The study includes the following: a summary of the historical background of probation and parole in Texas, a study of model statutes, a survey of current adult services, a revised Adult Probation and Parole Law, and an outline for implementing a state-administered adult probation and parole system. It was discovered that the state-administered parole system, operating in all 254 counties, is characterized by realistic caseloads and adequate supervision of parolees, whereas the county-administered adult probation system is fragmented and overloaded. The survey shows that presentence investigations and reports are practically non-existent in Texas. No system of mandatory release supervision exists to provide supervision for men who are now simply discharged from prison after having completed approximately 60 percent of their sentence. The early discharge is due to an extremely liberal system of "good time" credit. It is

believed that an adequate state-administered system of
supervision for probation, parole, and mandatory release
could be realized without too great an increase in
spending at the state level. Adoption of a state-
administered program would result in a·subsequent decrease
in spending at the local level. It is considered feasible
to include misdemeanor probation in the state-administered
program of probation and parole.

I-A-40

Los Angeles County. Probation Department. Information series
number 8: probation camps. Los Angeles, 1969. 7 p.

Currently, there are at least 26 "open" probation camps
operated by 16 counties in California. Each camp is
headed by a Probation Director who is both manager and
treatment specialist. As the camp system expanded,
specialized programs have been developed. The junior
camps (boys age 13 to 15) all have full-time school pro-
grams, with emphasis on remedial education, and two have
special staffing for emotionally immature or chronic de-
linquent boys. The senior camps emphasize work training.
All camps provide a wide variety of rehabilitative ser-
vices, including individual and group counseling and
family counseling. Activities sponsored by community
groups, including tutoring services, handicraft clubs,
entertainment and social events, and field trips are in-
creasingly important. The average length of stay is
about six months, although two camps have initiated
shortened programs of 16 weeks with intensive aftercare
supervision in the community. Most of the boys placed
in these camps come from seriously disadvantaged environ-
ments with high rates of criminality in the family,
parental divorce or separation, low income, low educa-
tional level, dull normal intelligence, and high
geographic mobility. The State probation subsidy program
has increased pressures on the camps, runaways have in-
creased, and new, more physically secure facilities are
needed.

McEachern, A. W., ed. "The juvenile probation system: simulation for research and decision-making: parts 1-5." _American Behavioral Scientist_, 11(3):1-28, 1968.

A probation study was conducted, involving 2,290 juveniles referred to seven southern California probation departments during October and November of 1963. The project was established to assess the relative effectiveness of various dispositions and supervision practices in the probation system. The sample was classified into disposition (dismissal, informal probation, wardship of the court) and treatment categories, to reflect the divergent practices of the probation departments. To depart from the practice of relying upon recidivism rates, an index was developed which gives a numerical measure of the degree of improvement (i.e. reduced frequency and/or severity of offenses committed) shown even in cases where further offenses were committed in the subsequent 12-month follow-up. Differences in probation performance among the juveniles were analyzed with the aid of the index; and based on their disposition-treatment classifications and their personal characteristics and probation histories. A similar analysis of characteristics of the probationers, their families, their environments, and their delinquent histories explored the causes, probabilities, and lengths of juvenile pre-adjudicatory detention. There was no evidence, however, that detention had any consistent effect on a juvenile's subsequent delinquent behavior. Further findings of this study indicate that there was relatively little difference in the mean improvement scores of juveniles at different age levels, with regard to sex, or among different ethnic groups. Those who are handled differently by the probation department showed marked differences in the degree of improvement. A multi-variate analysis of these findings will be required in order to isolate the effects of the single variables examined in this project. Such further analysis can help probation decision-making become systematic, rational, and uniform. CONTENTS: The probation report; Characteristics of the cohort; The criterion; The effects of detention; "...And even the 'so what'!"

Miles, Arthur P. "Time studies in probation and parole."
Crime and Delinquency 15(2):259-266, 1969

Numerous time studies have been conducted in probation
and parole agencies in recent years. The importance of
these studies as bases for further research and for ad-
ministrative decisions in the assignment of caseloads
and allocation of costs indicates that many more will
be conducted in the future. This article considers the
basic purposes of time studies, the sampling techniques,
supervision, and extent of employee participation.
Various time studies in probation and parole and in re-
lated services are reviewed, as well as the general
history of time studies and their adaptation to social
agencies. Suggestions are offered to agencies that
might undertake time studies. The rapid expansion of
probation and parole services, increased emphasis upon
efficient methods of administration, and the need for
more adequate data for performance budgeting and cost
allocation indicate that familiarity with the research
techniques of time studies is essential for the pro-
gressive probation and parole agency.

National Association of Probation Officers. (Great Britain)
Case recording in probation and after-care. The report of a
Working Party of the National Association of Probation Offi-
cers. (Probation Papers No. 5) London, National Assoc. of
Probation Officers, 1968. 46 p.

This report is an attempt to evaluate the worth of the
records which probation officers in England and Wales are
required to keep. The hope is that aspects of the re-
cords which have little value might thereby be discarded
and that those which are worthwhile might be fostered.
The inquiry, so far as it looks at actual case records,
is concerned with the Record of Supervision, which is the
standard form of case record in the probation service,
and is used for most types of case -- probation, super-
vision, and statutory and voluntary aftercare. The type
of record used in prisons is examined, to determine how
far it meets the needs of welfare officers. It is also
considered whether arrangements can be made for easy
transfer of records between probation officers working
outside and inside prisons. Suggestions are made for

changing the present records, so that one type, which could accompany the offender into the institution, could be used throughout the entire probation service. The separate problems of matrimonial work, and the issues involved in confidentiality in records are discussed. The data on which this paper is based was collected from two questionnaire schedules, administered to a sample of unpromoted probation officers in England and Wales, all of whom had at least one year's experience. Officers gave their opinions on reasons for keeping records and about use of the standard record. Record forms are appended.

I-A-44

National Parole Institutes. Uniform parole reporting. Interstate reliability. Davis, California, NCCD Research Center, 1969. 24 p.

The Uniform Parole Reports project has become nation-wide in scope. The collaboration of 54 parole agencies, including state, federal, and territorial systems, has produced a viable data collection-retrieval program which stores information concerning the characteristics and parole outcomes of more than 40,000 parolees. The credibility of these reports depends, however, upon the accuracy of the data upon which they are based. Two studies deal with the problem of data collection accuracy, in terms of the reliability of the information obtained from parole agencies. In December 1967, the first major determination of reliability was reported. In order to determine inter-agency reliability, a second study replicated five casefiles from seven agencies; ten other agencies provided codings of the casefile information; and agreement between pairs of coders was analyzed. Overall, the coders achieved perfect agreement 83 percent of the time. The reliability coefficient of .52 obtained by a method more appropriate than that used in the previous study, permitted acceptance of the coded information as reliable. When items of information were looked at individually, the codings for four of them were relatively unreliable. These items, "Months under Active Supervision," "Date of Difficulty," "Number of Prior Sentences Other Than Prison," and "Age," were seen as difficult to code due to a combination of data collection weaknesses pertinent to these items. It was found that: (1) some item definitions lack sufficient precision; (2) needed

information is missing frequently from the casefiles;
and (3) occasionally, data discrepancies within case-
files make coding problematic. Efforts to increase the
accuracy of Uniform Parole Reports data should focus
upon sharpening coding instructions, and upon facili-
tating the gathering of information from casefiles.
The most effective way of proceeding toward these goals
is by means of seminars for all agencies collaborating
in the system. (Author abstract, ed.)

I-A-45

Wheeler, Stanton; Bonacich, Edna; Cramer, M. Richard; Zola,
Irving K. "Agents of delinquency control: a comparative
analysis." In: Wheeler, Stanton, ed. Controlling delin-
quents. New York, John Wiley, 1968. p. 31-60.

The total process of delinquency control involves many
occupational groups which operate from a variety of
perspectives. The integration of these groups and
viewpoints into a coherent system constitutes one of the
most important problems in the field. This study pre-
sents data bearing upon two sets of problems within this
area. The first of these relates to differences between
the delinquency control occupations in their attitudes
and orientations toward one another and in their orien-
tations toward delinquency. The second set of problems
concerns judges and the ways in which their attitudes
and opinions about delinquency are reflected in their
work. The data come from interviews with a sample of
juvenile court judges, juvenile bureau police officers,
police chiefs, juvenile probation officers, and psy-
chiatrists who work in juvenile court settings. The pri-
mary unit of analysis was the district court jurisdiction,
and the 28 of these located in the Boston Metropolitan
Area were chosen for study. It was found that the police
are insulated within a police culture, and that judges are
isolated from contacts with other judges. This iso-
lation creates a resistance to new ideas and prevents a
uniformity of standards in decision making for juveniles.
The other groups working with juveniles also are at odds
in their attitudes toward delinquents and toward each
other. It was discovered that features of organizational
authority and control interact strongly with personal
attitudes; and that the impact of new ideologies may
change the characteristic attitudes and behavior of those
within a particular occupation.

Pennsylvania. Probation and Parole Board. Progress report,
December 27, 1965 to December 31, 1968. Harrisburg, 1969. 24 p.

In its first three years of operation, the Adult Proba-
tion Services Program of the State of Pennsylvania has
contributed materially to the improvement of Adult Pro-
bation Services in the counties. These services comprise
Grants-in-Aid, pre-sentence investigations, supervision
of special probation and parole cases, and training.
During the period, Grants-in-Aid of nearly one million
dollars were distributed to 25 counties to hire 170 ad-
ditional probation officers. Board services included
use of Board staff to conduct 564 pre-sentence investi-
gations and to supervise 916 special probation cases for
48 counties; 100 probation and parole officers will bene-
fit from training programs sponsored by the Board at
Penn State University.

I-A-47

United Nations. Department of Economic and Social Affairs.
Report of the United Nations Consultative Group on the Pre-
vention of Crime and the Treatment of Offenders. New York,
United Nations, 1968. 61 p.

This is a report of the proceedings at the second session
of the United Nations Consultative Group on the Prevention
of Crime and the Treatment of Offenders which was held in
Geneva from 6 to 16 August 1968. Contents: Terms of
reference; Agenda; Organization; Opening of the session;
Review of United Nations social defense activities; The
prevention of delinquency in the context of national
development; The economics of training in social defense;
The implementation of the standard minimum rules for the
treatment of prisoners; Capital punishment; Closure of the
session. Annexes: Work schedule; List of documents; Of-
fices of the section; List of participants.

U.S. Parole Board. Parole: target is community supervision
for public protection. Annual reports 1967-1968. Washington,
D.C., Department of Justice, 1968. 38 p.

> This biennial report covers the work of the Board of
> Parole and the Board's Youth Correction Division during
> the two-year fiscal period 1967-1968. In 1968, 5,181
> inmates were released on parole and reparole and 2,110
> violator warrants were issued against parolees. The
> percentage of parolees against whom no warrants were is-
> sued prior to the end of the third year following release
> in 1965 was 66.2 percent. Approximately 70 percent of
> those released on federal parole complete their terms
> in the community without the necessity of having a vio-
> lator warrant issued. These figures include youths and
> juveniles, as well as adults. Contents: The criminal
> justice system; Functions and goals; Administration and
> scope of responsibility; Parole decisions; Revocation of
> parole and mandatory release; Parole supervision; Liai-
> son with related agencies; Program evaluation; Staff
> development; Labor-management; Statistics, Board deci-
> sions; Statistics, Youth Division.

I-A-49

Washington (State). Department of Institutions. Division of
Research. Program evaluation: one model and a program ap-
proach (presentence report) for probation and parole.
Research Report, Vol. 2, No. 3., Olympia, 1969. 19 p.

> The pamphlet describes the ways in which probation pre-
> sentence reports are written for the Washington State
> Division of Probation and Parole as outlined in the Di-
> vision's Probation and Parole Officer's Manual. In
> developing alternatives to traditional pre-sentence re-
> ports the focus on the stated objectives of the
> traditional reports whould be retained, but several other
> factors should be given consideration. These include:
> (1) users of the reports, as well as other knowledgeable
> persons, should join in a cooperative effort to pool
> information; (2) traditional reports should be modified
> at the lowest level at which specific interests may be
> considered; (3) the revision of pre-sentence practices
> should produce a saving of resources; (4) sub-professionals
> should be utilized; (5) a format should be developed
> which will permit its use for other purposes in the ad-
> ministration of justice; (6) information collected

should be clearly related to decision-making; (7) data collected should be organized in a fashion which will permit computer analysis; and (8) new procedures must be subjected to critical review and evaluation. The state of Washington has field-tested a new pre-sentence format and found that it provides adequate data for normal decision-making. The new format consists of five parts: cover-sheet, prior criminal record, description of the offense, defendant's statement, and evaluation. It is recommended that this pre-sentence format be instituted as the standard pre-sentence report in the state.

I-A-50

Pennsylvania. Probation and Parole Board. Resocialization of the paroled non-aggressive predatory offender. Philadelphia, 1969. 134 p. app.

In order to determine those factors which influence paroled non-aggressive predatory offenders, a study was made of inmates under the supervision of the Allentown District Office of the Pennsylvania Board of Probation and Parole. The offenses committed by the inmates were burglary, larceny, and forgery, all of which have high recidivistic rates. The inmates were divided into treatment and control groups by means of random sampling techniques. The cases in the treatment group were distributed among the three parole agents in the project. The program was designed to provide the agent with the opportunity to understand and to observe if early warning signs are detectable and if so, to provide steps for better parolee rehabilitation and greater community protection. A live-in facility was utilized where provision was made for intensified specialized services. The facility was used for those cases revealing problems, but who were not in violation of parole, and for those who were in violation of parole but not seriously involved in a new offense. In the latter case, the facility was used in lieu of return to prison. The services of a psychiatrist, psychologist, and a counselor from the Pennsylvania Bureau of Vocational Rehabilitation were readily available and actively engaged in the intensive rehabilitation process. These services were consistently utilized in evaluation, staff conferences, group therapy and individual therapy. The results obtained from the

demonstration part of the project give evidence that the procedures used did not significantly alter the recidivism rate. In fact, data obtained indicated little or no differences in the commission of new crimes; and where such differences occurred, they tended to be in favor of the control group, i.e. more new crimes were engaged in by those members of the treatment group. The data also indicated that there was a definite increase in the number of technical violations of parole where there were small case loads with intensive supervision. This occurred despite intensive supervision accompanied by increased usage of resource personnel and community facilities. It is concluded that: (1) small case loads do not necessarily, by themselves, reduce recidivism; (2) the increased use of psychiatric, psychological, and community services do not necessarily reduce recidivism; (3) group therapy sessions aid in the reduction of new crimes during the course of therapy but not necessarily following its termination; (4) background variables definitely play an important role in the success or failure of parole; (5) the payment of debts is very definitely related to successful completion of parole; (6) non-psychiatric group sessions conducted by parole agents should be utilized state-wide and continued over a much longer period of time; (7) psychiatric and psychological counseling and treatment should be utilized before parole violations and/or new crimes are committed; and (8) widespread use of the live-in facility concept should be instituted.

I-A-51

Samuels, Alec. "Parole: a critique" in Criminal Law Review, No Vol. (Sept.):456-464, 1969.

The British Parole Board, which has been in existence only one year, has gotten off to a good start. A most encouraging feature of its first report is the open and frank discussion of its difficulties and problems. Among the problems which remain to be resolved are: the availability of information on the person to be paroled, including information on judicial pronouncements; an over-emphasis on the desirability of an available job; the secrecy of the reasons given for a parole decision; and the role of the interviewer.

D'Amato, James; DiCosola, Guy. "A statewide review of the conditions of probation under the Family Court Act" in _Probation and Parole_, 1(1):47-54, 1969.

> The New York State Probation and Parole Officers Association, in response to questions raised by its members concerning disparity in the rules of probation under the Family Court Act in the various counties of the State, appointed a committee to review the conditions of probation. The purpose of this committee was to study the utilization of the Permissible Terms and Conditions of Probation as outlined under Rule 7.6 of the Family Court Act by the probation departments in New York State and to obtain from these departments recommendations and comments for changes, additions, and deletions in any of the present permissible conditions of probation. A letter was sent to each probation department in New York State eliciting their views, suggestions, and recommendations with regard to Rule 7.6 of the Act and a request was made for copies of the conditions of probation presently in use in use in each department. It was found that in the majority of jurisdictions (10 out of 16), the conditions of probation differed substantially from the Family Court Rules. The number of different conditions totaled 35. It was concluded that a person's rights would be violated by virtue of unreasonable conditions of probation being imposed on him if he were arrested in one jurisdiction which has a different set of conditions from another jurisdiction. Recommendations submitted by the various districts are given, as well as those by the State Probation and Parole Officers Association.

Colorado. Institutions Department. Youth Services Division. _Parole data_. Colorado, 1969. 5 p.

> A follow-up study of boys and girls placed on parole from four youth camps and schools in Colorado indicates that parole failure rate is low and is being reduced each year. Factors responsible for this reduction appear to be: reduced caseloads and improved supervision; greater diversification of treatment and moderately increased length of stay before parole; more effective local programs offered by courts, probation, schools, and community agencies; and more intensive use of community resources, including group homes for parolees.

Robel, Don. A survey of correctional manpower (in) Montana.
Probation - parole - institutions. Boulder, Colo., Western
Interstate Commission for Higher Education, 1969. 34 p.

A survey was conducted of persons working with the offender
in Montana in order to assist state-level planning efforts
for the improvement of the state criminal justice system.
Ninety percent of all questionnaires were returned. The
survey indicated a need for more female correctional
workers - especially in the juvenile probation and parole
field. There is a need for more young correctional
workers and more correctional workers of Indian extraction.
There is a need for more college graduates, college
courses more directly related to correctional work, and
more orientation training programs (especially in the ju-
venile correctional area and adult field workers). There
is a need for more in-service training programs in the
entire field, but especially in the adult correctional
area. The majority of correctional workers highly value
their past orientation and in-service training and recog-
nize the need for further training in all areas of study.
There is a need to provide some type of compensation to
employees for in-service training that is not conducted
during normal working hours. There is a need for
security/custody/restraint training, perhaps related to
critical incidents, for juvenile correctional personnel.
The adult correctional personnel need more training in
the dynamics of human behavior. In the past, training
for each group has lacked emphasis in these topics.
There is a need for administrative study and policies to
reduce the high rate of mobility among correctional
workers in Montana.

Walczak, Stanislaw. "Probation in Poland" in International
Journal of Offender Therapy, 13(2):117-119, 1969.

Though Polish law has allowed for the suspension of pris-
on sentences since the beginning of this century, a true
probation system was set up in 1961. At present, 40,000
probationers are under the supervision of 7,000 unpaid
voluntary probation officers, who in turn are supervised
and advised by several full-time paid officers. Seventy-
five percent of juveniles found guilty were put on probation,

but probation is also used for adult offenders. Over 90 percent of the probationers concluded their term of probation successfully, and Poland is working on methods to extend its scope and effectiveness.

I-A-56

Tadanir, Nili. "Probation in Israel: social background and practical problems" in International Journal of Offender Therapy, 13(2):111-116, 1969.

In this article are discussed the social problems arising from Israeli immigration and "second generation" issues. It gives a history of the Israeli Probation Service and highlights the delicate relation with the courts and police, the insufficient help received from psychiatrists, the lack of agreement on the training of probation officers, and the need for better co-ordination. In spite of all this, probation is steadily developing and achieves good results.

I-A-57

Reifen, David. "Probation in Israel: the legal background" in International Journal of Offender Therapy, 13(2):106-110, 1969.

Probation in Israel was first introduced in 1922. In 1944 probation was extended to adults, and in 1951 a Department of Probation under the Ministry for Social Services was set up. The courts must have a presentence investigation report by a probation officer before deciding to put a defendant on probation. For several years Israel has experimented with suspended prison sentences and the law of June 13th, 1963 contains details concerning this sanction.

Versele, Severin Carlos. "Probation in Belgium" in Inter-national Journal of Offender Therapy, 13(2):100-106, 1969.

This article describes the legal background of probation in Belgium, its operation since its introduction in 1964, and presents statistical data on its use in the Brussels area. Also investigated are the reactions and attitudes of judges and others as to its value.

Parsloe, Phyllida. "Probation in Britain" in International Journal of Offender Therapy, 13(2):91-99, 1969.

"The raw material" of choice in probation consists of three components; the client, the worker, and the agency. The officer can decide with whom to work and his methods of work. There can be no uniform method, as it depends largely on the personality of the worker. "Insight" per se has no value, only in so far as it helps to modify the attitude of the client. There is increasing stress on the "interaction" that is necessary for ultimate normal functioning.

District of Columbia. Corrections Department. Parole per-formance trends among community treatment center releasees. By Stuart Adams, Wanda S. Heaton, Dimitri Namos, and Margaret Opchurch. Washington, D.C., 1968. 25 p. (Research Report No. 7)

A group of 259 releasees from the Community Treatment Center for Youth in Washington, D.C., was studied in order to ascertain the quality of their performance on parole. The group included those released between August 1965 and June 1968 on whom complete information was available. It was found that slightly less than one-half (47.8 per-cent) had been imprisoned in the D.C. Jail at the time of the follow-up in July 1968. Thirteen percent of the re-leasees had been booked more than one time. When the total group of 259 was divided into five release groups or "cohorts" in order to provide several "exposure time"

groups, the highest booking rate (86.6 percent) was shown
by the 30-month cohort. The lowest rate (35.8 percent)
was shown by the 6-month cohort. All five release cohorts
showed a sharp increase in their "failure" curves during
the period January to June 1968, possibly because of the
unsettled social climate and the two serious instances of
social disorder which occurred during that period. The
18-month cohort, which had the largest number of releasees,
was examined not only for booking rate but also for other
indices of performance such as "booked and dismissed
by court," "booked, fined and dismissed," and "booked
and sentenced for 30 days or more." Of the 58 young men
in the 18-month cohort, 55.1 percent had been booked into
the D.C. Jail and 43.1 percent had been sentenced for 30
days or more. At the time of the follow-up, 31.1 percent
of those 58 offenders were serving sentences of 30 days
or more. Although there is no wholly satisfactory base
against which the performance of the CTC-Y releasees can
be compared, it may be observed that the 15-month cohort
of the California Youth Authority Criminal Court case
parolees showed a "failure" rate of 32 percent to 40 per-
cent during the years 1960 to 1966. These are revocations
or discharges for violations committed within 15 months
of parole exposure. This failure rate appears to be
similar to the 15-month "booked and sentenced" rate of the
CTC-Y releasees in the present study. In view of the
characteristics of the CTC-Y population and the social
conditions into which the population is released to parole,
it would appear that the CTC-Y releasees are performing
remarkably well on parole. Recommendations on the im-
provement of correctional procedures with regard to
youthful offenders are included in the article.

I-A-61

New York State. Parole Division. Research and Statistics
Bureau. John M. Stanton. Social adjustments of 33,967 parolees
from New York State correctional institutions. Albany, 1969.
13 p. mimeo.

The purpose of this study of 33,967 parolees from New York
State correctional institutions was to determine the social
adjustment on parole of the offender on the basis of the
parole officer's evaluation. The parole evaluations sub-
mitted for those parolees removed from supervision either
by discharge or return to the institution for parole

violation during the six-year period 1963 through 1968, reveal the following judgments: 37.2 percent were more socially adjusted; 16.4 percent were less; and 46.6 percent were considered to have made little change. Of the 12,573 parolees returned to institutions as parole violators, it is noteworthy that 4.8 percent were considered to have made definitely better social adjustment. It was found that parolees having histories of narcotic addiction, whether released on original parole or reparole, and parolees having histories of excessive use of alcohol released on reparole, have the smallest percentage of better adjustments and the largest percentage of worse adjustments. The evaluations of the parole officers corresponded in general with the parole expectancies of these classifications of parolees. This finding was considered indicative of the reliability of the parole officers' evaluations.

I-A-62

Great Britain. Home Office. <u>Probationers in their social environment</u>. A study of male probationers aged 17-20, together with an analysis of those reconvicted within twelve months. By Martin Davies. London, Her Majesty's Stationery Office, 1969. 204 p.

Probationers in their Social Environment presents a detailed study of the problems faced by 507 male probationers aged 17-20 at home, at work and among their contemporaries in Britain. It demonstrates the cumulative nature of these problems: for example, those probationers with the most trying home situations tended to have the greatest personality problems, to be unemployed and to mix mainly with delinquents. Moreover it was found that the quality of the relationship between probation officer and client was at its best when there were few problems and its worst when the social and personal problems presented by the probationer were most complex; similarly those probationers who were reconvicted had tended to have worse relationships with their supervising officers. In the sample as a whole, 37.3 percent were reconvicted within twelve months of the order being made. Factors particularly related to the likelihood of reconviction included the probationer's relationship with his father, whether he was unemployed at the time the probation order was made, and the kind of company he kept within his peer-group.

Factors not significantly associated with reconviction
included the level of overcrowding in the probationer's
home, the type of affection shown or control exercised
by the probationer's mother, and whether or not he had
a girl-friend. Partial contents: Probation and the
social environment; The study and the sample; The pro-
bationer at home: personal relationships; The probationer
at work; The probationer's contemporary world; Girl-
friends and wives; The beginning of treatment.

I-A-63

California Council on Criminal Justice. Plan for: Action!
Analysis of integrated offender/offense data. Prepared by
Sociosystems Laboratory, Mountain View, California. May
1969. v.p.

The purpose of this study is to determine discernible
patterns and relationships within the system of criminal
justice which would be useful in understanding the opera-
tion of the system of criminal justice and in planning
needed improvements. Prior analyses of criminal justice
statistics have been totally concerned with offenders
and their movement through the justice system. This study
considers the offense and the victim as well as the of-
fender in the analysis. Time lapses in reaching various
stages of the justice procedure are considered an inte-
gral part of the system. Data from the study pertain to
adult felony arrests in three California counties for
an 18-month period, beginning January 1967. The criminal
justice process is depicted from the reporting of felony
offenses to the final disposition and sentencing of con-
victed offenders. Various aspects of the system are
analyzed from which apparent patterns and dependent
relationships are developed. Comparisons of the justice
systems in the three counties reveal several significant
differences between them. At the same time, many facets
of the system show striking similarities. The results
of the study indicate that much is to be gained from the
consideration of factors other than the flow of felony
offenders through the justice system. The system itself
can be portrayed more accurately and the needs for im-
provement better understood. In summary, expanded
analyses of the nature of this study are necessary in
the interest of equitable, effective and efficient ad-
ministration of justice.

Research Analysis Corporation.   Juvenile delinquency causation:
a perspective with implications for prevention and control.
McLean, Va., 1969.   17 p.

It may be assumed that significant advances in the pre-
vention and control of juvenile delinquency can be made
by improving the systems and subsystems of social control
through the development of a unified approach which in-
tegrates the programs as well as the goals, policies,
and procedures of the various agencies involved. The
manner in which the juvenile is handled in the systems
of social control does affect the youth's subsequent
behavior. Improvements in the agencies of social control
depend partly on the development of coordinating mechan-
isms and partly on efforts to humanize the processes of
dealing with immature or disturbed persons. An individual
must feel free to make significant decisions regarding
his life if he is to be mentally healthy. A healthy
personality also must accept certain constraints on his
freedom in order to develop a true center for the self.
One of these areas of constraint is that of interpersonal
relationships; without the love and acceptance of other
persons there are no perceived boundaries within which
the self can develop constructive patterns of behavior.
Another area of constraint is that of social obligation.
Maturity of the self depends upon the recognition that
one's rights and needs are constrained by the rights and
needs of others. Denial or frustration of basic needs
results in hostility toward the obstacle or, if it is
unknown, towards a generalized outer world or towards
oneself. Research has suggested that such frustration
may be the result of maternal deprivation, inadequate
family life, or destructive community experiences. The
schools, police departments, courts, and corrections
must be guided by those understandings which promote
rather than threaten personal growth and interpersonal
relationships if they are not to aggravate antisocial
tendencies.

California. Youth Authority Department. A four-year report:
1965-1968. Sacramento, 1969. 32 p.

> At the outset of the four-year period 1965-1968 popula-
> tions in juvenile institutions in California were increasing
> constantly and it appeared that this trend would continue
> indefinitely. By the end of 1968, population growth ap-
> peared to have been halted: despite the increase in
> California's population and the fact that social upheaval
> is becoming a more significant factor in crime and de-
> linquency, institution populations actually have declined
> during the past three years. This has been achieved
> through a general reshaping of correctional philosophy
> and practice. Greater emphasis has been placed on such
> programs as: short-term intensive treatment in the in-
> stitution; community treatment in lieu of commitment;
> special treatment projects in areas of greatest need;
> and a probation subsidy program to encourage greater and
> more effective use of probation. The trend in recent
> years has been to commit only the most confirmed offenders
> to Youth Authority institutions. To reduce the tradi-
> tional dichotomy between institutions and parole, a single
> Division of Rehabilitation has been established on a
> trial basis to adminster the programs of both institu-
> tions and parole. Projected goals of the Youth Authority
> Department include community-based prevention of delin-
> quency involving individuals, organizations, and government
> agencies at the local level.

I-A-66

Takagi, Paul. "The parole violator: an organizational reject"
in Journal of Research in Crime and Delinquency, 6(1):78-86,
1969.

> One important aspect of parole recidivism rates is the
> parole agent's designation of the client as a "success"
> or a "failure." This means that recidivism is not totally
> an attribute of the client but that it represents, in
> part, a judgment by the worker. This paper examines
> parole agent responses to ten hypothetical case histories
> of parolees and the factors that influence these responses.
> Findings suggest that definitions of parole violation are
> to some extent governed by styles of administrative in-
> fluence, supervisory practices, office orientations, and
> the agent's prior background and experiences.

Landis, Judson. "Success and failure of adult probationers in California" in Journal of Research in Crime and Delinquency, 6(1):34-40, 1969.

This paper reports the findings of a study that related a series of background and treatment variables to the likelihood of success or failure on probation for 791 California adult offenders. Thirteen variables on which the 415 probation successes and the 376 failures differed significantly were divided into three categories: social background, antisocial behavior, and conditions of probation. The greatest differences between the two groups were in the antisocial behavior category. Probationers with a past history of disciplinary problems in the military, a juvenile record, or an adult record were much more likely to fail on probation. The type of crime the failures commit (property: auto theft, check offenses, forgery) suggests elements of career offenders. In terms of social background, the failures were more likely to come from disadvantaged circumstances: lower educational level and lower socio-economic status. They are also more unstable, as reflected in a high incidence of marital instability and a greater tendency to move from job to job. Finally, certain conditions of probation, especially the ordering of restitution, were more prevalent in the case histories of the failures than of the successes.

Graham, Hugh Davis and Gurr, Ted Robert. The history of violence in America. Report to the National Commission on the Causes and Prevention of Violence. New York, Bantam Books, 1969. 822 p.

This volume is the first comprehensive study of the problem of violence in America and its comparison to violence in other countries. The authors of the 22 chapters are experts in the fields of anthropology, industrial relations, law, psychiatry, psychology, sociology, history, and political science. In an overview of American history, the authors analyze the use and acceptance of violence in the frontier tradition, the labor movement, the proliferation of vigilante organizations, the West, South, and in American literature. There are summaries and analyses of racial violence and of the current crime

waves in the cities. Included also are studies comparing the nature of civil strife and violence among various nations; the processes of rebellion; the alternative responses to violence; and the effects of overcrowding in urban settings. Other subjects discussed include: international and civil wars; social change and political violence; urbanization and criminal violence; the dynamics of black and white violence; the implications of the Negro civil rights movement; and collective violence in the European perspective. Contents: A historical overview of violence in Europe and America; Immigrant societies and the frontier tradition; The history of working-class protest and violence; Patterns and sources of racial aggression; Perspectives on crime in the United States; International conflict and internal strife; Comparative patterns of strife and violence; Processes of rebellion; Ecological and anthropological perspectives; Conclusion.

I-A-69

Norman, Sherwood. An interim report on youth services and resource bureaus. New York, NCCD, 1969. 14 p. mimeo.

Juvenile offenders, especially those in poverty areas, are caught in situations from which they cannot escape without help. Present procedures for providing such help are haphazard since schools, social agencies, and the police differ widely in their approaches. There is no single agency outside the court which provides immediate assistance to troubled youths and their parents, coordination of community services and follow-through on services rendered, identification of gaps in existing services, and securing of funds to meet identified service needs. Many juveniles are picked up over and over again with little more than a warning and dismissal as treatment. Surveys have shown that most of those on whom petitions are filed and many of those detained and sent to institutions could have received services at home without being labeled delinquent. To amend this situation the President's Crime Commission recommended establishing a Youth Services Bureau, outside the jurisdiction of the court. Youth Service Bureaus currently operating in the United States perform the functions of diagnosis, short-term counseling, and referral; resource finding; and development of resources.

Cressey, Donald R.; Ward, David A. Delinquency, crime, and social process. New York, Harper & Row, 1969. 1151 p.

> This book is a compendium of well-known criminological research studies and theories through which students and instructors can examine both the major theories of criminologists and the opinions of judges, legislators, law enforcement officials, and others on the "crime problem," "crime in the streets," and "law and order." Parts I - IV are designed to describe among other things, the character and location of crime and delinquency in the American social structure. Parts V - X are designed to articulate and provide support for the contention that criminal and delinquent behaviors can most accurately be understood within the framework of symbolic interactionist social psychology. This concern for a two-part explanation of crime - its epidemiology and the expression of individual criminal conduct - reflects a concern for the fact that the very conception of some behaviors as "criminal" or "delinquent" depends upon conditions outside the behavior itself. The decidedly contemporary character of the selections - about two-thirds were published since 1960 - reflects the judgment that the most recent criminological research and writing is the most important. Contents: Crime in America; The definition of behavior as "criminal"; The administration of justice as a selective process; The epidemology of delinquency and crime; Crime and delinquency as products of interaction; Societal reactions to deviant behavior; The development and maintenance of delinquent subcultures; Formal and informal organizations of delinquents and criminals; Symbolic relationships between criminals and others; and Loners in a criminal world.

Gerson, Walter M. <u>Social problems in a changing world: a comparative reader</u>. New York, Thomas Y. Crowell, 1969. 621 p.

> The essays and research articles presented in this volume are intended to provide a basis for the study of comparative social problems and deviant behavior. Some of the subjects discussed include: the marginal status; role ambiguity and strain; the nature and function of official morality; juvenile delinquency and subcultural values; alienation; socialization to nonconformity; contraculture and subculture; origins of organized crime; social change

and role conflict; violence as an American value; unequal
opportunity structures; functions of racial conflict;
causes and conditions of civil disorder; and forms of
social control. Contents: Status ambiguity; Role confu-
sion; The variability of norms; Role impairment; Subcultures
and contracultures: socialization to nonconformity;
Total institutions; Value strains and changing life
styles; Unequal opportunity structures; Social conflict;
Population problems; Social control.

I-A-72

Skolnick, Jerome H. The politics of protest. Report to the
National Commission on the Causes and Prevention of Violence.
New York, Ballantine Books, 1969. 419 p.

The public response to protest has been based on miscon-
ceptions concerning the extent, nature, and goals of
contemporary protest and the composition of protest
groups. In the United States there has been relatively
little violence accompanying contemporary demonstrations
and group protest and, where there has been violence,
the authorities often bear a major part of the responsi-
bility. Mass protest, violent or not, must be analyzed
in relation to crises in American institutions. Mass
protest is an essentially political phenomenon engaged
in by normal citizens and has been increasingly employed
by a wide variety of groups. Violence, when it occurs,
is not planned, but arises from the interaction of pro-
testors and the responding authorities. Recommendations
concerning the prevention of violence which did not con-
sider the basic issue of fundamental social and political
change are irrelevant and often self-defeating. Partici-
pants in mass protest view their grievances as rooted in
the existing arrangements of power and authority in soci-
ety and they view their own actions as political activities
aimed at altering those arrangements. Increasing the
technical capacity to control violence and protest is
self-defeating; widespread social and political change
must be undertaken if violent protest is to be contained.

Cavan, Ruth Shonle (Editor). Readings in juvenile delinquency.
New York, Lippincott, 1969. 492 p.

This volume is a collection of articles on delinquency,
theories of antisocial behavior and corrections. The
emphasis is on current controversial issues rather than
descriptive, historical, or methodological articles.
Some of the subjects discussed include: definition of
delinquency; trends; norm-violating behavior and lower-
class culture; delinquent subculture; gangs; middle-
class delinquency; peer group theory; antisocial charac-
ter disorder; the broken home; parental role model;
types of juvenile offense behavior; prevention of delin-
quency and treatment of juvenile offenders; the juvenile
justice system; juvenile correction; and follow-up of
delinquents. Contents: Delinquency - what and how much;
Theories of delinquency as a social product; Individual
factors in delinquency; Family and school influences in
delinquency; Patterns of delinquent behavior; Individual
and group programs of prevention and treatment; Police,
courts, and probation; Training schools and the public
school; The future of delinquents.

Bronfenbrenner, Urie. "The split-level American family." in
University of Alberta. The prevention of crime in medium-
sized cities: some innovations in correctional practice.
Banff, University of Alberta, 1968. pp. 35-42.

Whereas American children in the past spent much of their
time with their parents and other adults, more and more
time is now spent with peers and watching television.
Although relatively little research has been done on the
effects of the peer group or the mass media on child
development, the available evidence indicates that pa-
rental absence is related to lower ratings of responsibility
and leadership, inability to defer gratification, lower
self-esteem, and susceptibility to group influence, in-
cluding delinquency. A study which compared 150 American
and 150 Russian children for their readiness to engage
in morally disapproved behavior found that American
children were far more ready to take part in such actions
as cheating on a test or denying responsibility for
property damage. When told that their friends would know
of their actions, American children were even more willing
to engage in misconduct, while Soviet children showed the

opposite tendency. Among Russian youngsters, the peer
group operated to support the values of adult society,
at least at this age level. The contrasting results are
explained in part by the differing role of the peer group
in the two societies. Studies have shown also that very
young children are susceptible to contagion through both
live models and examples appearing on television. While,
in this society, pressures from peer groups to engage in
destructive behavior are very difficult to resist, this
force can be reversed to promote constructive behavior,
particularly through the use of superordinate goals.

I-A-75

Costner, Herbert L. "Comparative studies of program effective-
ness." in University of Alberta. The prevention of crime in
medium-sized cities: some innovations in correctional practice.
Banff, University of Alberta, 1968. pp. 43-52.

The fundamental issue in corrections is to determine what
programs and methods work best to reduce or eliminate
recidivism. Recidivism rates for different programs must
be compared to determine effectiveness. Comparative
studies in 1947 indicated that a minimum security insti-
tution was more effective than the conventional maximum
security institution of that time. Evaluation of the
Highfields program of guided group interaction rated this
program considerably higher than the conventional program.
However, since the conditions for selection and handling
were not comparable, these findings may be invalid.
Institutional programs in California, including group
discussion, group therapy, and therapeutic community,
elicited contradictory findings, but results indicated
that group discussion methods should not be considered a
correctional panacea. Existing studies do suggest that
individualization of treatment is effective and that a
treatment strategy may be differentially effective in
different correctional settings. Results of community
treatment programs also have been good. Intensive indi-
vidual counseling has been shown to be effective with
those youths who are classified as amenable to this kind
of treatment.

DeVault, Barbara; Haughey, David W. <u>Base expectancy categories</u>
<u>for predicting parole failure</u>. (Research report no. III).
Framingham, Massachusetts Correctional Institution, 1965. 6 p.

> A study was made of a sample of 200 inmates of the Massa-
> chusetts Correctional Institution at Framingham who were
> released on parole in 1959 and 1960. Data were gathered
> for 15 variables including age, marital status, education,
> I.Q., criminal record, drug or alcohol use, and employ-
> ment. Each case was classified as either a parole success
> or as a parole failure based on departmental records and
> follow-up was made for the period up to 1965. Eight cate-
> gories predictive of parole failure were derived from
> statistical analysis. These Base Expectancy Categories
> provide baseline data on convicted female offenders re-
> garding their expected rates of recidivism. The younger
> Negro parolee with a long criminal record has the highest
> rate of failure. Apart from its research uses the Base
> Expectancy Categories can be used as parole prediction
> tables and a supplementary source of information in parole
> decision-making.

Institute of Contemporary Corrections and the Behavioral
Sciences. <u>National conference on pre-release: a symposium on</u>
<u>adult offender programs; halfway house, pre-release, work</u>
<u>release</u>. Huntsville, Texas, 1967. 102 p.

> The papers on halfway-house, pre-release, and work-release
> programs for adult offenders collected here were presented
> at the national conference on pre-release sponsored by the
> Institute of Contemporary Corrections and the Behavioral
> Sciences. Contents: Welcome; Halfway house programs: a
> national overview; The evolving program of a privately
> operated halfway house; The employment program of a half-
> way house for narcotic addicts; Group discussion-problems
> and progress in our programs; Correctional assumptions and
> their program implication; The changing program of pre-
> release at the federal level; A warden looks at pre-release;
> Group discussion-problems of research in corrections; The
> STEP program and work release; Management and operation of
> a work-release program; The news media and work release;
> Group discussion; The future of the national conference on
> pre-release.

I-B-19

Havenstrite, Al. Adult probation practices in Texas. Criminal
Justice Monograph, Vol. 1, No. 1, Part B. Huntsville, Texas,
Sam Houston State College, 1969. 31 p.

This survey provides information on adult probation prac-
tices in Texas as of July 1, 1968. Data have been assembled
on caseloads, probation department staff and salary schedules,
services other than felony probation, and research.

I-B-20

Lubeck, Steven G.; Empey, LaMar. "Mediatory vs. Total Insti-
tution: The Case of the Runaway," Social Problems, Vol. 16,
No. 2, (Fall, 1968). pp. 242-260.

This study deals with the problem of prediction and con-
trol of runaways in two different types of institutions,
the mediatory and the total institution. There was found
to be a highly complicated interrelationship existing be-
tween the personal characteristics of inmates assigned to
each of the institutions and the organizational proper-
ties of each institution on the one hand, and the effect
of this interrelationship upon runaway statistics. The
decisive point made in this study is that prediction and
control in general cannot adequately be based upon of-
fender characteristics alone, but must take into account
the organizational, administrative and programmatic
characteristics of the particular correctional system in
which the offender is involved.

I-B-21

Massachusetts. Probation Commissioner. Report for the years
ending December 31, 1964-1966. Boston, 1968. 18 p.

Statistical data are provided on the number of persons
placed on probation in the state of Massachusetts. The
probation population, adult drunkenness arrests and re-
leases, and the cost of probation service are also examined.

I-B-22

Meyer, Marshall W. "Expertness and the Span of Control,"
American Sociological Review, Vol. 33, No. 6, (December, 1968).
pp. 944-951.

This is a study of over 200 city, county, and state
finance departments; it was found that the span of control
of supervisors decreases as the expertise of workers in-
creases. Conclusions drawn from this finding are discussed,
particularly in relation to supervision and communication
within an organization and the rationalist model of
bureaucracy.

I-B-23

U.S. Commerce Department. Bureau of the Census. Governments
Division. Report on national needs for criminal justice
statistics. Washington, D.C., U.S. Department of Commerce,
1968. 77 p.

This report on the informational needs in the field of
criminal justice is intended to serve as a comprehensive
statement of data considered essential to clarification
of the crime problem. Some of the areas covered are:
uses of law enforcement data; technical considerations
for establishing a national data collection program;
uses of judicial data; uses of corrections data; data
needs; data for research and evaluation; and means of
developing statistics on crime and criminal justice.

I-B-24

Vedder, Clyde B.; Keller Oliver J. "The elderly offender,
probation and parole." Police. 13(1):14-16, 1968.

This paper presents a review of what is known about the
criminal activity of older adults and their adjustment on
probation and parole. The types of crime committed by
older persons, 50 years of age or older, are approached
from two viewpoints: first, the 1964 Uniform Crime Re-
ports, and, second, research findings of criminologists.

S E C T I O N II

P E R S O N N E L

Adams, William T.   The university's role in training correc-
tional personnel.   Paper presented at the National Conference
on Correctional Training at the University of Maryland.   April,
1968.   13 p.

This discussion of the potentials for short-term training
programs for correctional personnel in the United States
and the role of higher education in them is based largely
on two studies made in 1968 by the Joint Commission on
Correctional Manpower and Training.   Recently, Federal
agencies (Peace Corps, VISTA, Job Corps, Teachers Corps)
have sought out the university to provide training.
Similarities in the experiences of Federally funded and
stimulated training programs permit certain general state-
ments: (1) short-term training is not prestigious in
academic departments; (2) the reward structure of the
university is geared toward research rather than training;
(3) institutions of higher education tend to oppose
"vocationalization"; (4) financial support is a crucial
stimulus; and (5) the location of a training center must
depend on examination of the potentials of the university.
Four models for collaboration between the university and
corrections in developing training programs are outlined:
(1) the consultation model, whereby academic faculty are
hired by correctional agencies; (2) the training resource
model, in which the faculty teach training sessions
planned and run by the agencies; (3) the specialized
training model, where the university provides specialized
training on a short-term basis to a correctional program;
and (4) the training center model, based in a university,
a few of which exist already.   The success of the center
depends on its financing; a clear mission; a reward
structure for faculty; wide capabilities; and prestige.
Trends point toward improved prospects for training:
the entrance of private industry and business into this
field; emergence of concern by national professional
groups.   As the university assumes a greater role in
dealing with critical social problems, its resistance to
a vocational slant will decrease; and its elitism will
disappear as more persons receive higher education.   How-
ever, corrections must develop more of its own training
programs.

Baker, J. K.; Schaffer, R. H. "Making Staff Consulting More Effective," <u>Harvard Business Review</u>, Vol. 47, No. 1, Jan.-Feb. 1969. pp. 62-71.

Few questions have so perplexed executives in large and medium-sized companies as that of how to obtain productive line-staff relationships. The issue has become acute as a result of drastic changes wrought by the computer and its applications. Time and time again, a company will have the know-how it needs in order to make a break-through - but the knowledge will be "locked up" in a staff group that cannot communicate with the line, and hence will be lost forever for all practical purposes. The authors' experiments in learning to produce more useful results have demonstrated that staff people should: (1) begin each consulting assignment where line management is ready, willing, and able to begin; (2) design expanding projects so as to build on the success achieved in the first project, and to key the pace to what the business can sustain; (3) share control with line management; (4) share knowledge with line managers; and (5) unify the various consulting efforts in the corporation. These procedures are based on considerable practical experience, including failures as well as successes, and should be applicable to many companies and organizations. The goal must be to develop the required skill to meet both human and technical challenges.

Barker, Gordon H.; Matson, Ronald R. <u>A volunteer probation officer manual</u>. Boulder, Colorado, Boulder County Juvenile Court, 1968. 73 p.

Nearly 125 courts in the United States use local volunteers to provide probation services for offenders. The purpose of this manual is to concentrate on the use of volunteers working in the capacity of volunteer probation officer, the largest volunteer category. The advantages and disadvantages of a volunteer probation officer program; the court and community conditions which encourage the program; methods of volunteer recruitment, screening, and orientation; and the relationship between officer and probationer are outlined and discussed. Extensive appendices give background information on the volunteer programs of the Boulder Juvenile Court, which provide the experience on which this manual is based, and training of the volunteers.

Burnett, William H. "The volunteer probation counselor."
Judicature. 52(7):285-289, 1969. Denver County Court, Denver,
Colorado.

> One of the most significant developments in the field of
> corrections is the rapidly growing practice of using
> citizen volunteers as probation counselors, either in lieu
> of or in supplement to professional probation officers.
> Throughout the nation, in an ever-increasing number of
> courts, volunteers are being trained and pressed into
> service. In the Denver County Court alone, nearly 1,000
> citizen volunteers are on duty. Each serves without
> compensation, has completed a three-evening training ses-
> sion, has been sworn in as an officer of the court, and
> has been assigned a caseload of just one youthful, mis-
> demeanant offender with whom he has agreed to spend at
> least an hour per week for one year. The volunteer may
> be a business man, teacher, lawyer, doctor, carpenter,
> minister, auto mechanic, professional football player,
> government employee, engineer, or housewife. He may be
> any age, of either sex, of any religious, ethnic, or eco-
> nomic group. Indeed, the very diversity of backgrounds
> is one of the strengths of the system; for each probationer
> may be matched on an individualized basis. While some
> screening is necessary, experience in Denver and other
> cities is that it is the leading and most stable citizens
> who volunteer. The volunteer frequently brings to the
> job skills which otherwise could not be purchased and has
> a number of distinct advantages over the professional
> probation officer. He is more likely to be thought of
> as a friend and less likely to be thought of as a cop.
> The following recommendations could be made to a court
> initiating a volunteer program: a good pre-sentence
> investigation is essential; it is wise to train volunteers,
> but the course need not be unduly long; it is wise to
> start small and build regularly; volunteers should submit
> regular, but brief reports and they should always know
> where and how to get help.

Cleland, C. C.; Neman, R. "Experience and Executive Motivation."
Personnel, Vol 46, No. 1, Jan.-Feb. 1969. pp. 64-67.

> It is common to observe that today's older executive was
> subjected to the "Great Depression Trauma" while those un-
> der fifty grew up in an ever-expanding economy. It is

reasoned that the younger manager, having experienced few major setbacks, tends to have far greater confidence in his own abilities, whereas to the depression-haunted older colleague, change is likely to appear threatening. In fact, however, it is the younger executive who suffered the deprivations of the depression era, hence suffered the "major set-backs." Since the early years of life are the formative years, the depression and the following world war must have fallen much more heavily on today's younger executive, currently 41-45 years of age, than on today's older executive over 50 years. Hence, the differentiation among executives on an age-experience continuum is a dubious point of departure. In fact, the older executives are better prepared by earlier experience for executive success and are not negatively motivated. Executive success is a function of personality and selective factors operating on individuals of widely differing background, experiences, and training, plus a variety of conditions that serve to nurture or retard the health of the organization, that is, conditions relatively outside executive control.

II-A-14

Dauw, D. C. "Creativity and Vocational Needs of Clerical Personnel." Personnel Journal, Vol. 47, No. 12, December 1968. pp. 870-876.

A deeper understanding of how to manage creative employees, whether professionals or clerks, will be increasingly necessary for managers. The large costs of low-level employee turnover make human resources as "valuable" an asset as EDP or other equipment. This study researches creativity and other vocational needs of female clerical workers, both white and Negro, to discover clues that would help reduce their turnover. Measurements were made in four age groups, (17-20 , 21-25, 26-45, 46 & over) with three tests: the Torrance Tests of Creative Thinking, Minnesota Importance Questionnaire, and the Similes Preference Inventory. The conclusions of the study showed that turnover was more than twice as high among creative clerks as the less creative group, and it is hoped that the measurements may soon show value as a predictor of turnover among high scores showing a strong need of variety. Negro women generally scored better than their white peers, had better capabilities, as well as stronger needs for ability utilization, recognition, and better

working conditions. It is possible that in some instances a Negro woman may have to produce significantly better results than white peers on test scores to be hired for similar positions. Various age groups require differential need fulfillment; the 26-45 group felt much stronger needs for variety, co-workers and ability utilization than younger groups.

II-A-15

Dunnette, M. D. "Compensation: Some Obvious Answers to Unasked Questions." Compensation Review, Vol. 1, No. 1, 1st Quarter, 1969. pp. 8-15.

Most company compensation programs exhibit a pattern of stereotyped, accounting-based thinking which takes no notice of the motivational purposes that most compensation plans have; these purposes should be made explicit and given broader recognition. Several practical suggestions to this end can be summarized as four primary principles. (1) The compensation system should be individualized for each employee. (2) The relationship between what a person does on the job and his salary must be specified very explicitly. (3) The job situation should be analyzed in terms of organizational constraints and individual control over actual job outcomes, to avoid penalizing the individual for organizational shortcomings. The pay dollar might well be divided into portions: some amount related to market value, some to type and length of job experience, but most to what the employee actually does on the job and how well he does it. (4) Compensation plans whould be attached directly to the preference, motive, or need systems of employees (usually achievement, recognition, or responsibility); to do this, it is useful to make pay procedures and actual salary actions much more public than they are now, thus giving compensation a public reward value.

Glueck, W. F. "Directors of Departments of Organization: Their Educational Achievement and Career Patterns." Michigan State University Business Topics, Vol 17, No. 1, Winter 1969. pp. 44-53.

This article reviewed the educational and career backgrounds of the directors of departments of organization in large firms. Questionnaires and personal files on these directors indicate that they are better educated than the professional and technical population, big business leaders, and American and British personnel managers. Careers of these directors were explored. Typically, the director has had primarily staff experience, especially personnel experience. The findings indicate that the directors have backgrounds similar to personnel executives. A fair percentage also have had management consulting experience. The position of organization department director emerges as a staff specialty with moderately mobile professionals relating to their work, not necessarily to their company. The background of these men is an important influence in making decisions for organization change. Executives help control conflict, improve work climate, direct cost savings, and free energies and wasted time. Operating executives place high value on operating experience, they would be more impressed if directors had more line experience. Much more is known about the directors' education and experience through research, which may help executives select and more effectively evaluate future directors.

Hackman, R. C. The Motivated Working Adult. New York, N.Y. American Management Association, 1969. 206 pp.

This book clearly indicates that a multidimensional concept is necessary to comprehend work motivation. This concept is difficult to attain, however; for an observer interpreting the world of work will tend to construe it in the light of his own motivational set. Moreover, he is influenced by current social attitudes that condition the kinds of motives he is inclined to attribute to others. Therefore much of the evidence presented here is based on information obtained by asking people to describe themselves: some was gathered in questionnaires that ask for

descriptions of what happens at work and how people feel
as a consequence; some from a self-descriptive inventory
of the temperament-test type. The book describes the for-
mal use of motivation items in a company-wide attitude
survey and the subsequent statistical analyses performed
on the data to measure the motivational characteristics
of adult workers. Men scoring high and low in motivation
factors were contrasted by examining their responses to
the items in the self-descriptive inventory. This re-
sulted in the development of homogeneous subsets of
items, the responses to which further described work-
motivated men. One chapter demonstrates, by means of
factor analysis methods, the extent to which patterns of
motivational characteristics are invariant across widely
divergent groups of employees.

II-A-18

Neff, W. J. Work and Human Behavior. New York, N.Y. Atherton
Press, 1968. 280 p.

Why do some people appear unable to adapt to work, al-
though they are physically and mentally equipped to do
so? It is insufficient to say that they are "unmoti-
vated," since some seem very anxious to achieve a stable
work adjustment. A thorough answer to the question
takes one far afield: from factors relating to the events
within the life history of the individual to others that
reflect the history of the entire human species--the ex-
ternal factors of physical, social and cultural conditions
of work. The author evolves a "two-factor" theory of
work: one set of variables describes the human beings
who are confronted with the demand to work, and the other,
the critical features of the work environment. Three
points get special emphasis: (1) work behavior is a
function, in part, of a semiautonomous area of the per-
sonality, the "work personality"; therefore inability to
work may be ameliorated without intensive reconstruction
of the entire personality. (2) Adaptation to work is es-
sentially a process of enculturation, and the work
personality is established developmentally through inter-
nalization of components of the cultural norms and practices
of the work subculture. (3) It is possible to regard the
maladapted individual as one who may simply not perceive
important segments of the work subculture, misperceive
them, or perceive them as alien.

Novit, M. "Performance Evaluation and Dual Authority: A Look at Group Appraisal." <u>Management of Personnel Quarterly</u>, Vol. 8, No. 1, Spring 1969. pp. 2-8.

A manager reports to many sources of power and influence but is generally appraised only by his direct supervisor; if he begins to be rated by all those he reports to, what kinds of conflicts take place? Does the manager get caught in the crossfire between competing departments' different standards of measuring performance? Do the several raters like a system in which their judgments are open to challenge? Do the people involved on both sides see the process as fair? This paper reports two major conclusions from a study of a large metropolitan department store with multiple branches which recently began multiple evaluations: (1) the multiple rating system protects managers from arbitrary and capricious decisions made by a superior who may have only a limited and inaccurate view of their performance; (2) typically, any manager with subordinate managers incorporates the feedback he receives about their performance into his evaluation and the group appraisal plan helps him incorporate the inevitable informal evaluations into a formal system. In the network of power and authority relationships, the persons who exert major control over the rewards which an individual receives are often different from those on the organization chart. A group appraisal system seems to help insure that these informal evaluations will be stated formally and, more importantly, defended.

Piven, Herman; Alcabes, Abraham. <u>The crisis of qualified manpower for criminal justice: an analytic assessment with guidelines for new policy</u>. Vol. 1. Probation/Parole. no date. Research and Program Evaluation, New York City Office of Probation. 85 p.

The basic crime problem is the persistent offender or recidivist who engages in serious and frequent criminal acts as an integral part of his life. Central to the solution of this problem is obtaining enough well-trained probation and parole professionals to facilitate the law-abiding adjustment of these offenders to life in the community. As part of a larger project on manpower and training for the field of criminal justice, a study of

probation and parole and related manpower problems was
undertaken. Systematic assessment of manpower shortages,
standards, and strategies to deal with the need for
qualified personnel led to the development of a set of
guidelines for establishing a national policy regarding
probation and parole manpower and training. The manpower
scheme used for data organization and analysis included:
(1) the extent of manpower shortage; (2) availability of
qualified personnel; (3) feasibility of expanding the
pool of personnel; and (4) strategies and costs of ex-
pansion. Based on an appraisal of existing resource
and strategies, it was concluded that probation and
parole will probably continue to experience a serious
shortage of qualified manpower. One new institutional
means of reducing the shortage is the establishment of
crime and delinquency centers. These centers would serve
as training institutions, recruitment channels, consul-
tation centers, and research centers.

II-A-21

Rosenthal, N. H.; Hedges, J. N. "Matching Sheepskins with
Jobs." Monthly Labor Review, Vol. 91, No. 11, November 1968.
pp. 9-15.

Bureau of Labor Statistics' projections for 1966-1975 show
a general balance of supply and demand for college gradu-
ates. There will be a 70-percent increase in bachelor's
degrees and a more than 100-percent increase in higher
degrees, in comparison to the previous nine-year period.
Almost 70 percent of the 8 million new graduates will
enter the labor force directly, along with a million
former soldiers, housewives, and immigrants. Of this 6.4
million persons, 2.4 million will replace retiring workers
and 3.8 million will fill new jobs. The .2 million dif-
ference should be made up by those occupations in which
shortages existed in the past. Among specific occupations,
there will be great demand for technical, professional,
and managerial workers, who will be available. There will
be some rise in sales needs while the demand for clerical
workers holds steady. There will be a 40-percent surplus
of teachers given present trends, while physicians, den-
tists, and therapists will continue in short supply. The
supply of engineering graduates and physical scientists
will also fall short of needs, but the shortage may be
filled by recruits from surpluses of mathematicians and
life scientists.

Skousen, Cleon W. "Does a youth specialist pay off for the
small department?" Law and Order, 16(5):10-18, 1968.

Administrators of small police departments are gradually
recognizing the feasibility of training juvenile officers
to handle complicated cases involving juveniles. The
preventive work of such officers among youth can reduce
the work load of the entire department. In addition,
they build channels of communication and information
between the police department and the community. The
success of this initiative, however, depends primarily
upon selection of properly qualified individuals, and on
the type and extent of training. Police departments
should execute a sound assignment policy with regard to
the juvenile officer, to avoid wasting his potential in
routine police matters. Maintaining an "activity file"
on youth with crime-prone careers would enable the juve-
nile officer to solve cases, by selecting obvious suspects
for interview. If a department requires that a second
officer be trained in juvenile work, a policewoman should
be considered for the assignment. A woman can better
handle boys under the age of 12 and girls under the age
of 18.

Tebbel, J. "People and Jobs." Personnel Administration,
Vol. 31, No. 6, Nov.-Dec. 1968. pp. 16-23.

The able-bodied unemployed are chiefly those who lack
marketable skills. In practice, those displaced by auto-
mation are not retrained for the jobs technology creates.
High schools and colleges still force students into tra-
ditional vocational slots. Some unions and some personnel
departments restrict manpower potentials and exclude
minorities. Government contracting and employment practi-
ces often show little regard for national manpower conditions.
People refuse to make the effort to produce high-quality
goods and services and refuse to fund public education
for potentially high-quality personnel. The "entertain-
ment culture" distracts youths from careers demanding
rigorous training. To avoid a further weakened economy,
we must: adopt management consultant methods, develop
aggressive career advertising, and use human rather than
statistical approaches to recruitment. The federal govern-
ment must give cabinet-level direction to a business-
government-education effort comprising top-level Washington

meetings; computerized national long-range manpower forecasting; national training programs using the latest methods; mass media efforts to acquaint people with manpower needs and training programs; government attention to labor's restrictive policies; and updated personnel policies, especially regarding minority groups.

II-A-24

Thompson, D. W. "Performance Reviews: Management Tool or Management Excuse?" Personnel Journal, Vol 48, No. 1, January 1969. pp. 27-30.

What a performance review should be and what it actually is in industry today are two very different things. The performance review may be of more value to the manager in teaching him to manage than it is to the subordinate in his effort to advance. A prime requirement of a manager, to be effective, is to interact with his subordinates. Often this requirement must be forced upon the manager; one major vehicle for this enforcement is the performance review. Accepted goals of the performance review, over and above the basic interaction, are two-fold: (1) to change the subordinate's behavior in some way, and (2) to reward the person for behavior that has been constructive and effective. Proper methods of using a performance review are outlined and the need for the performance review to be specific to the organization is discussed. The value of the review is described as being: a focusing of the manager's attention on his proper area of concern, the people he manages; breaking a manager's preoccupation with the work itself; forcing a meaningful interaction between a manager and his subordinate. The conclusion is that performance reviews are an excellent training tool, not for subordinates, but for managers.

Warr, P. "Evaluating Management Training." <u>Personnel</u> (Engl.),
Vol. 2, No. 2, February 1969. pp. 26-29.

By concentrating on what a manager cannot do, or confining
ourselves to the key areas of his job, we can often
formulate training policy relatively quickly--training by
exception. Training evaluation involves obtaining feed-
back material which will help us to decide what training
policies to adopt. It is a continuous process. There are
four types of training evaluation: context evaluation
(assessment of training needs); input evaluation (regard-
ing the human and material resources available for
training purposes); process evaluation (monitoring the
training program in progress); and outcome evaluation
(immediate changes in trainees' knowledge, skills, and at-
titudes; intermediate changes in trainees' actual work
behavior; long term changes in the functioning of part
or all of the organization). The most delayed types of
evaluation are those with least benefits in current prac-
tice. Training specialists should devote more attention
to developing before-and-after measures of immediate
changes in order to set up self-correcting training
systems. Process evaluation, in the form of systematic
and reliable measurement of trainees' reactions to each
part of the training program, is also important; session
assessment forms (simple rating scales completed by the
trainee immediately after a session) are an example of
this.

Bienvenu, B. J. <u>New Priorities in Training</u>. New York, N.Y.
1969. American Management Association. 208 pp.

The author argues that nine out of ten employee-training
programs in industry are only short term affairs. He
states that "the objectives of the training function
should be geared to the organization, direction, and ad-
ministration of the development of human resources...
rather than simply the conduct of courses...which...do
very little to enhance the value of human assets on a
continuing basis." The new priorities in training include
taking into account the rapid change of modern industry
and the growth of technology. A program for continuous
change should be stressed. Training should go beyond mere
introduction to the job; more and more mental skills are
becoming of more economic value than physical skills.

Thus, the new kind of training should try to develop personal incentive, creativity, and other personal traits. The concept of "total training" involves utilizing the employee's ability to absorb and learn many different skills. It implies a confidence that the employee can and will adapt himself to rapid change. The author points a new way for management to increase productivity while, at the same time, enabling the employee to make a satisfactory, maximum contribution to the company. These new priorities can even extend to retraining programs and the training of culturally deprived persons.

II-A-27

Whitney, K., Jr. "Ethics for Recruiting Employees and Executives" in Management of Personnel Quarterly, Vol. 8, No. 2, 1969. pp. 13-15.

Recruiters do not need a code of ethics. They need sharp wits and a sense of ethics. They make the right decisions by applying common sense, not by applying the book. Three areas of recruiting are especially disturbing because they are not clearly defined--they admit of equally plausible, opposing arguments, and they are a constant hazard to the ethical recruiter. The first is the practice of pirating, tempting away people already gainfully employed (often by a competitor); the second is the technique of selling (overselling) a job to a candidate; and the third is the whole question of the validity of job testing versus the candidate's rights to privacy. Each of these areas is discussed, and the responsibility of the applicant to be ethical is commented on, especially in these areas: misrepresenting qualifications, pretending to be interested in a new job but privately hoping to use the offer as a threat to the present employer, or generally committing oneself to a job without any firm intention of honoring the commitment. What is needed is a definition of the areas of doubt in recruiting activity and a personal commitment from recruiters to an ethical standard, whether such a standard is ever expressly written out or not.

Drucker, P. F. (Editor) <u>Preparing Tomorrow's Business Leaders</u>
<u>Today</u>. Englewood Cliffs, N. J. Prentice Hall, 1969. 290 p.

How have the so-called population explosion, the coming
of affluence, the rise of megalopolis, the ubiquitous
white collar, the welfare state, security capitalism,
the pluralistic society, and the other much-advertised
signs of economic change influenced the businessman?
This book begins purposely with a survey of the changes
in the environment because the first task of the business
leader is to turn change in the environment--in society,
economy, and technology--into economic and entrepreneurial
opportunity. The first five chapters therefore, examine
what changes are already discernible in the environment
of business enterprise. What is perhaps most startling
about them is that each assumes a genuine discontinuity
in the environment; each asserts that what is ahead for
the business leader is not so much greater demands as new
demands. The second section concerns the new tasks and
tools the future leader will have to master. Section
three examines the trends of business management in
several major areas outside the U.S., within the multi-
national corporation, and the trend to "non-national
management." The final section concerns the mission of
the business school--whether it should be first and fore-
most a member of academia, or a part of the business
community.

Jensen, J. L. "The Supervisor's Key Role in Fair Employment"
in <u>Personnel</u>, Vol. 46, No. 2, 1969. p. 29-33.

The first-line supervisor is the key man in the success
of any company's fair employment program; the personnel
department can initiate and audit programs, but it cannot
make them work. A program of training and integrating
the disadvantaged cannot succeed if supervisors do not
have the attitudes, skills and understanding to handle
the special problems that many of the disadvantaged
present. Supervisors (1) must learn to question their
own conventional attitudes if they are to build and main-
tain a culturally integrated work team; (2) must be
judged on the quality and quantity of their group output;
and (3) must clearly be told that their own future de-
pends in part on their effort to hire and develop dis-
advantaged people. Many companies have a minority employ-
ment specialist on the personnel staff to aid in recruit-
ing and counseling of minority employees and also available

as a counselor for the supervisor who must work with these employees. Fair employment problems can be brought out at special seminars in which supervisors can talk with higher level managers using real situations, not theory. These new responsibilities tighten the first-line supervisor's traditional man-in-the-middle vise; so, with these added pressures, he has every right to a conscious and continuing assist beyond mere policy directives.

II-A-30

Smith, P. J.; Drake, R. "Integrating Personnel and Training" in <u>Personnel Management</u> (English), Vol. 1, No. 1, 1969. pp. 24-27.

Increasing specialization is resulting in fragmentation of the personnel function. But the real need is for a human resources approach which will integrate personnel and training management. The authors believe that the personnel role itself should be organized as a comprehensive activity in the organization--human resources management-- which will underline, first, the critical nature of the relationship between various personnel activities, and second, the growing need for management in personnel (or human resources management) to have an understanding of, and experience in, personnel activities other than their own specialty. Finally, training is responsible for the management of learning in the organization. It will, no doubt, have to commence with education and training activities to induce new attitudes, perceptions and skills in personnel management--but essentially the total personnel role will have to be the focal point for the institution of training and learning to invoke the executive human resources function.

Johnson, E. A. "The Nature and Direction of Changes in Personnel Management" in Personnel Journal, Vol. 48, No. 4, 1969. pp. 275-281.

Organizational stress is directing the personnel function into channels of change. Changes in economic patterns, technology, expanding markets and in laws and regulations affect the personnel manager in the operation of his department. This comprehensive study was conducted among small and large firms (1) to learn whether the executives who share responsibility for the personnel function are aware of the forces of change and its demand for the future, and (2) to detect any meaningful differences between the opinions of the executives with respect to changes in the personnel function. Regardless of the size of the firm, data show that most of the executives participating agree that the pace of change is gradual, although more intensive analysis does reveal various discrepancies. There is little disagreement with respect to the degree of change expected during the next five years. Many of the executives participating in the study expect there will be a greater number of specialties in personnel and an increase in personnel costs. In addition, a greater number of executives anticipate a greater centralization of personnel decisions and a need for increased resources.

Miner, J. B. "An Input-Output Model for Personnel Strategies" in Business Horizons, Vol. 12, No. 3, 1969. pp. 71-78.

To overcome barriers created by emphasis on specialized techniques, the author presents a model of the personnel function leading to broad problem solving and the making of choices from among multiple alternatives. Business organizations have two primary goals: production and organizational maintenance (company survival). Decisions regarding human resources are constrained (1) internally, by organizational forms, assigned job duties, labor union contracts, and worker abilities; and (2) externally, by cultural norms, laws, technology, and geographical environment. These constraints affect the input-output processes of the personnel department, including recruiting and selection (input) and performance evaluation (output). Personnel procedures also serve as mediators, to get the most out of whatever is put in. Structural mediators include role prescriptions; functional mediators improve production or organizational maintenance

directly (training, wages, safety, employee benefits,
communication, labor relations). Mediators can also be
classed as input improving, input sustaining, or con-
trolling. This model has implications for organizational
structure, staffing, and personnel strategies. The
problem--input, output, mediator, or all three--is the
starting point; identification of constraints is next;
only then are alternative specific techniques considered.

II-A-33

Sokilik, S. L. "Reorganize the Personnel Department?" in
.California Management Review, Vol. 11, No. 3, 1969. pp. 43-52.

Concerned with their own professionalism and focusing on
task-specialization, personnel specialists have failed to
meet their obligations to the firm and to the challenges
posed by society. The author proposes two models for re-
vamping personnel departments. First considered is
Herzberg's design for two major divisions: one for main-
tenance factors and the other for the worker's motivator
needs. The author's model entails grouping personnel-
staff activities in accord with their relevancy to select
classes of workers, a "personnel segmentation" approach.
As in the case of any innovative organizational change,
there is a need to put these models to the test of actual
application. Surely, the need for personnel departments
to gain the organizational vitality required to meet the
challenges which are facing them today is great enough
to assume the risk entailed in a radical change. The
alternative is almost certain to be further atrophy of
personnel departments. The risk may be minimized by first
adapting the selected model to the particulars of the
existing management climate and existing competence of
the staff specialists and, for the large-scale firms, ex-
perimentally introducing it in only a single divisional
personnel department.

II-A-34

Volante, E. "A Manager's Guide to Setting Standards of
Performance" in Management of Personnel Quarterly, Vol. 8,
No. 2, 1969. p. 16-22.

The easiest standards a manager deals with are mores, the
proprieties, customs, and conventions of the business
community and society as a whole. These standards he
simply enforces. More difficult standards are corporate-

imposed policies, budgets, and union contracts. The
average manager can influence the setting of these stand-
ards far more than he may realize, and he has a great
responsibility to identify them for subordinates and
watch for deviations. With the third area, work-imposed
standards, the manager has his greatest opportunity to
set standards. These are, generally, written job descrip-
tions, management-by-objectives goals, and, at bottom,
every order a manager gives a subordinate. In terms of
what moves a unit ahead, certainly work-imposed standards
have priority, and the possible payback for the manager
who puts time and effort into maintaining these standards
is highest. Whatever standard is involved, the manager
faces four pitfalls in communicating it to employees: he
assumes his people understand it better than they do, or
he does not actively solicit upwards communications from
employees, or he overlooks the tremendous influence of
his personal example, or he succumbs to his own discom-
fort in pointing out deviations from standards.

II-A-35

Ludmer, H. "Zero Defects" in Industrial Management, Vol. 11,
No. 4, 1969. p. 11-14.

Zero Defects is a management tool designed to achieve
excellence in quality, excellence in delivery and ex-
cellence in cost within American government and industry.
It uses both human motivation of employees and a subtler,
but no less important, motivation of management itself to
achieve these ends. Zero Defects was conceived in 1962
by a major defense contractor--the Martin Company--to re-
duce to zero those defects attributable to human error,
and hence the term "Zero Defects." The role of the super-
visor is two-fold. He must first set the standards for
himself and his people, and second communicate the goals
of the Zero Defects Program in such a way that people will
accept them. How to set ZD goals and how to measure achieve-
ments are described by the author with diagrams and figures.
Seven motivation techniques for ZD are listed: 1) recog-
nition, 2) awards, 3) achievement, 4) participation, 5) com-
munications, 6) training, and 7) idea interchange. These
should be used with variation to prevent boredom character-
istic of long standing motivational programs. A Zero De-
fects Program in any organization will die if it is not
sustained. There are many genuine ways to sustain the
ZD program without using phony gimmicks.

MacGuffie J. V. "Computer Programs for People" in _Personnel Journal_, Vol. 48, No. 4, 1969. pp. 252-258.

The personnel department, despite the profusion of detail required to keep adequate information about people, seems not to have taken advantage of the many ways in which computer programming can serve the company. A system of computer time sharing now makes it possible for even the smallest company to computerize quickly and easily retrieve much essential information about its people. The first and most important concept in the design of computerized personnel data systems is the determination of what information will be required about people for the particular applications the specific company plans to accomplish. A second basic concept points to the establishment within the organization of one central source for all personnel information. Two working tools that have been successfully applied in the development and installation of personnel data systems are: (1) a computer-produced turnaround document and; (2) an English language retrieval and report generation system for use by personnel managers (non-programming). Programs for people can make personnel a vital company function.. There are no good reasons why personnel should not be reaping the benefits of the computer age, along with their counterparts in Finance, Production and Marketing.

Sorcher, M.; Danzig, S. "Charting and Changing the Organizational Climate" in _Personnel_, Vol. 46, No. 2, 1969. pp. 16-22.

The work environment can bring out as many complaints as the weather, but something can be done about it, and employee motivation can thereby be strengthened. The factors to be measured, and then altered, were the basis of a questionnaire study conducted by the authors. Listed were eight climate variables: (1) constraining conformity, (2) responsibility, (3) standards, (4) rewards, (5) organizational clarity, (6) cohesiveness, (7) pay and promotional opportunity, and (8) recognition and support. After all information was evaluated it was learned that a manager can control the climate of his group; learn how his subordinates perceive the climate in specified dimensions; think about his organizational climate and its components, and how his people react to working in that environment.

Follow-up study is needed. In future studies, each
manager should determine what are reliable gauges of his
group's effectiveness in order to validate observed
changes in questionnaire replies. There is an urgent
need to bring the reality of organizational climate into
line with the expectations of individuals who work in
that climate; otherwise, many organizations will find that
they have lost their best contributors and are left with
a slow-moving, unimaginative and uninterested collection
of employees.

II-A-38

New Jersey. Correction and Parole Division. _A curriculum
guide for the training of line personnel and first line super-
visors in probation - correction - parole_. Trenton, 1968.
205 p.

This curriculum guide is a product of the developmental
phase of a state-wide in-service training program for
correctional personnel in New Jersey. During the first
stage of the project four models were developed for cor-
rectional training, an orientation and refresher course
for supervisory personnel, and a similar set for line
personnel. These models are the result of two pilot
training programs held during the year, a training survey,
and a study of existing training programs for correc-
tional personnel in New Jersey. The model courses are
structured to maintain a logical continuum from the
theoretical aspects of causality, through motivation,
the dynamics of behavior, and the implications of the
correctional process. It is hoped that this knowledge
will orient the trainee to the perception of the offender,
and thus alter attitudes and behavior in terms of a
treatment approach to the client. The curriculum is
client oriented involving three main phases: (1) Theory
in-put sessions - to provide a theoretical framework in
order to make meaningful facts, speculations, and research
findings; (2) Task oriented sessions - to make meaningful
connections between information imparted and application
to work problems; (3) Process oriented sessions - based
on the use of case studies in order to increase knowledge,
skills, and techniques in working with both the client
and the line employee who deals with the client.

Martin, John M.   "Agency research: to be or not to be?"
Crime and Delinquency, 15(3):341-347, 1969.

> Although agencies in the crime and delinquency field have
> discovered the worth of social researchers, employment
> of such specialists will probably present many problems.
> An immediate and obvious one is that of finding suffi-
> cient money to pay for researchers and their staffs. A
> more fundamental problem is the degree of freedom that
> agencies will tolerate in their researchers. It is
> questionable that many agencies will permit their re-
> searchers to study many of the highly controversial
> issues being raised about criminal justice systems today.
> Most agency-sponsored research will continue to be es-
> sentially noncontroversial and "company-oriented." And
> many first-rate social researchers will not be interested
> in doing such technical work, at least not for very long.
> Yet, within these limits, much noncontroversial research
> needs to be done, such as the codification, machine tabu-
> lation, and interpretation of case histories; the analysis
> of organizational blockages which inhibit changes in cor-
> rectional bureaucracies; basic research into crime and
> delinquency causation; and the measurement of program
> effectiveness. Even then the influence of social research
> on strategic planning is likely to remain slight, and the
> basic functions of correction are likely to remain un-
> changed. The terminology may change, but business will
> go on as usual, in essentially the same old way.

II-A-40

Jarvis, F. V., D.P.A.   Probation officers' manual.   London,
Butterworths, 1969.   265 p.

> In this manual are brought together not only the procedures
> and rules directly affecting the British Probation and
> After-Care Service throughout the wide range of its present-
> day responsibilities, but also particulars of the various
> establishments in which delinquents of all ages may find
> themselves, whether by order of the Court or voluntarily.
> Contents: The administrative framework; Duties of the pro-
> bation and after-care service; Probation orders; Supervision
> orders; Social enquiry reports and other reports for the
> courts; After-care; Prison welfare; Penal and training es-
> tablishments; Conditions of service; Miscellaneous; and
> Appendices.

Davis, K. "Grapevine Communication Among Lower and Middle Managers" in Personnel Journal, Vol. 48, No. 4, 1969. pp. 269-272.

The sinuosity of the grapevine--its ability to move in all directions within and without the organization--is a fact of life. Managers who do not recognize it and develop open channels of communication to offset it, may continue to find themselves bypassed.

II-B-13

Livingston, J. S. "Pygmalion in Management " Harvard Business Review, July-August 1969. pp. 81-89.

In the world of management, many executives play Pygmalion-like roles in developing able subordinates and in stimulating their performance. What is the secret of their success? How are they different from managers who fail to develop top-notch subordinates? And what are the implications of all this for the problem of excessive turnover and disillusionment among talented young people? Such are the questions discussed here.

II-B-14

National Council on Crime and Delinquency. Standards for selection of probation and parole personnel. New York, National Council on Crime and Delinquency, 1968. 6 p.

This revision of the "Standards for Selection of Probation and Parole Personnel" was approved by the Professional Council of the National Council on Crime and Delinquency. It presents definitions of probation and parole, describes the functions of probation and parole officers, the minimum requirements for entering probation and parole work, qualifications necessary for administrators and supervisors, the process, selection, and salary recommendations for parole personnel.

S E C T I O N III

O R G A N I Z A T I O N

Bradley, Harold B. "Designing for change: problems of planned innovation in corrections." Annals of the American Academy of Political and Social Science. 381(no number):89-98, 1969.

    The major theme of the paper is the need to design correctional organizations that can respond to change. "Adaptive innovation" is defined as a reaction to a situation after the fact; it is the kind of innovation most commonly encountered in corrections. "Planned innovation" is defined as a response to a need in advance of the situation that actively demonstrates the need; it presupposes a system that is designed to respond to change. Several problems encountered in designing for change are discussed. There is a need for a design phase in program-development prior to the planning of specifics for action in order to ensure an eventual program that is not based on unexamined concepts and contradictory goals. Also necessary to innovative planning is an environment that protects planners from the decision-making world without isolating them from it. The need for research and evaluation of correctional practices is stressed. Tasks as contrasted with functions are seen as highly amenable to measurement and evaluation, and correctional organizations that emphasize task-orientation over functional performance are advocated. Lastly, the need to view change as a process, rather than as isolated single events, is emphasized. Correctional organizations of the future must be designed on flexible forms that permit planned innovations in response to changing attitudes, values, technology, and laws.

Burdman, Milton. "Realism in community-based correctional services." Annals of the American Academy of Political and Social Science. 381(no number):71-80, 1969.

    Prisons, reformatories, and training schools have been part of Western culture for about two centuries. In the main, they now reflect an inefficient, ineffective, and obsolete social instrument - the total institution. The emerging model for dealing with offenders will feature many shades of community-based placement for both juveniles and adults. Total institutions segregated from the community may be necessary for a small percentage of dangerous people, housing a much smaller proportion of the total

offender population than that which is now kept under
constant lock and key. In excess of 70 percent of all
offenders can be placed immediately in community-based
correctional activities. Another 15 percent may need
short-term, community-oriented confinement. Programs
for the remaining 15 percent requiring longer-term re-
straint should, nevertheless, be aimed at normal community
life. Movement in this direction will require major di-
versification and strengthening of probation and parole
and integration of correctional efforts with general
community rehabilitative activities. As a prerequisite
to those changes, there is a need for significant edu-
cation of political leaders, judges, public-interest
groups, and public-information media concerning the po-
tential of community-based corrections.

III-A-8

Fox, Vernon B. "Universities and the field of practice in
corrections." Criminology and corrections programs. Washington,
Joint Commission on Correctional Manpower and Training, 1967.
pp. 57-67.

The relationship between universities and the field of
practice in corrections has varied widely in the United
States. The most difficult phase of education is the
integration of theory and practice. Various forms of in-
teraction which can enhance the relationship between
theory in the university and practice in the field of
corrections include: field trips; internships and field
placements; certificate programs and inservice training;
consultation; political and social action; research
centers; international contacts; and conferences, insti-
tutes, and seminars. The university should provide
junior colleges with faculty and assist in developing
programs. Faculty should have the same qualifications
as their equivalents in other university departments,
as well as practical experience in the field. The role
of the university is to work with knowledge in a theo-
retical context which must relate meaningfully to the
field of practice.

Harris, Louis. "Changing public attitudes toward crime and corrections." Future. 6(9):13-15, 1969.

The results of a recent Harris poll indicate that 66 percent of those polled feel that there is something deeply wrong in America, 83 percent express concern about violence being contributed to by radicals demonstrating on the streets, 76 percent fear imminent racial conflict in their own communities, 53 percent feel that in many ways law enforcement in the U.S. has broken down, 77 percent feel that there is less law and order today than there was five years ago, and 90 percent want, more than anything else, to do away with violence in society. Crime and violence cannot be eliminated by law enforcement alone. The roots of crime lie in the community. Only the community can actually solve the crisis. The roots of crime can only be destroyed through a strong public resolve to attack the underlying causes of crime: poverty, discrimination, broken homes, and mental illness. Although the public is outraged at violence, it appears that citizens have not been combatting it by volunteering to work in the correction field. Correctional agencies must actively recruit volunteers as outside personal contact with ex-offenders and as performers of routine tasks to relieve vastly overworked professionals.

Jones, Maxwell. Beyond the therapeutic community: social learning and social psychiatry. New Haven, Conn., Yale University, 1968. 150 p.

This book provides a detailed account of the problems involved in setting up a therapeutic community and offers practical solutions to many of these problems. The social structure of the institution is shown to be closely related to the caliber and success of treatment. It is suggested that social learning, the most effective way to modify behavior, makes it possible for conflict and crisis to become important tools for treatment and teaching. The principles of the therapeutic community are applied to the society at large, producing conclusions for social psychiatry. One of the main conclusions of the book is that social and environmental dimensions must be added to the familiar psychiatric treatment, both psychological and physical. Contents: Social structure, change, and evolution; Leadership; Decision-making by consensus; Social learning; The therapeutic community in the community; The future.

O'Leary, Vincent. "Some directions for citizen involvement in corrections." Annals of the American Academy of Political and Social Science. 381(no number):99-108, 1969.

> Since the latter part of the 1950's, there has been a growing emphasis on bringing more citizens into correctional affairs. And yet, the extent of such involvement is relatively small. An important reason is a failure to recognize the varying roles which citizens can play in corrections and the different strategies which must be employed to recruit them and maintain their participation. Four key roles can be identified: the correctional volunteer (those who work directly with correctional clients); the social persuader (persons of influence in the dominant social system who are willing to persuade others to support correctional programs); the gate-keepers of opportunities (custodians of access to important social institutions); and the intimates (members of offenders' traditional peer groups and their communities). Each of these roles induces supportive and resistant forces within the correctional system. These must be successfully manipulated if widespread citizen participation is to be achieved.

Platt, Anthony. "The rise of the child-saving movement: a study in social policy and correctional reform." Annals of the American Academy of Political and Social Science. 381(no number):21-38, 1969.

> Contemporary programs of delinquency-control can be traced to the enterprising reforms of the child-savers who, at the end of the nineteenth century, helped to create special judicial and correctional institutions for the labeling, processing, and management of "troublesome" youth. Child-saving was a conservative and romantic movement, designed to impose sanctions on conduct unbecoming youth and to disqualify youth from enjoying adult privileges. The child-savers were prohibitionists, in a general sense, who believed in close supervision of adolescents' recreation and leisure. The movement brought attention to, and thus "invented," new categories of youthful misbehavior which had been previously unappreciated or had been dealt with on an informal basis. Child-saving was heavily influenced by middle-class women who

extended their housewifely roles into public service and emphasized the dependence of the social order on the proper socialization of children. This analysis of the child-savers offers an opportunity to examine more general issues in correctional research: What are the dynamics of the popular and legislative drive to bring "undesirable" behavior within the ambit of the criminal law? What problems are caused by "agency-determined" research? What are the practical and policy implications of research on politically sensitive institutions?

III-A-13

New Jersey. Institutions and Agencies Department Correction and Parole Division. The organization and evaluation of in-service training models for probation, parole and correction officers. Trenton, N.J., 1969. 148 p.

In order to develop models appropriate for correctional in-service training, the New Jersey Division of Correction and Parole, Department of Institutions and Agencies in cooperation with Rutgers State University developed and implemented a series of pilot institutes composed of key personnel in Probation, Parole, and Correction. Four model training programs were developed for correctional training, an orientation and refresher course for supervisory personnel, and a similar set for line personnel. The model courses were based on generic curriculum content and were considered applicable to correctional personnel on an interagency level. The program emphasized the continuity of the correctional process and was to be used as an attitude changing approach to the offender. Trainees were selected from the participating agencies of correction, parole, and probation. Provisions were also made for the assessment and evaluation of the efficacy of the training models in the existing and particular training environment. As a result of the assessment of the project in terms of operational experiences and results, there are several conceptions concerning techniques of organization, administration, and methods which became clearer. The concept of developing correctional training models from a broad base of resources was reinforced. Resources should take into account existing training practices, the perceived needs of potential target groups, the frame of reference of professional correctional administrators, and the inputs of representatives from

related agencies in the Criminal Justice System. The
practice of mixing trainees from approximately equivalent
functions from counterpart agencies of Probation, Correc-
tional Institutions, and Parole has shown to aid in
having trainees perceive the correctional process as a
related and complementing continuum. The Project made
much use of consultants and resources from outside the
Division of Correction and Parole. When using resources
that are essentially outside the management control of
the operating agency, the importance of providing ade-
quate structure to those outside resources in terms of
objectives and methods so as to reinforce the relation-
ship between the resulting work product and the expressed
goals of the Project became clear. The effective use of
high involvement training techniques as an essential aid
and vehicle in correctional training was clearly confirmed.
In training programs for employees of correctional agen-
cies, the maintenance of management functions by correc-
tions was shown to be desirable so that correctional in-
service training may remain a function of correctional
philosophy, goals, and objectives. The need to continue
research on appropriate and effective testings and
measurements to be used in assessing training practices
was shown. The decision to augment existing correctional
task and skill training with training at a conceptual
and overview level was shown to have much merit. The use
of demographic material regarding potential and actual
trainees when developing training programming, evaluating,
and interpreting results was shown to be significant.

III-A-14

Addison, William. "The probation officer's place in the penal
system" in _Probation_, 15(2):51-53, 1969.

There is growing recognition of the mutual dependency of
the remedial and the disciplinary services in the treat-
ment of offenders. The courts are concerned with the
rehabilitation of the offender as well as the protection
of society and magistrates are aware of the values of
preventive work and personal remediation. The under-
standing which exists between magistrates and probation
officers should be developed between probation officers
and prison officers. In the past, probation has dealt
with the most hopeful cases while prison received the least
hopeful. In the future, the probation service will treat

both and its wider range of responsibility is likely to present problems that will be solved only by introducing greater flexibility into both organization and treatment. The success of aftercare will depend increasingly on preparation for release, and greater emphasis will be placed on welfare work inside the penal institution. The conflicts between the remedial functions of the probation service and the custodial functions of the prison service may be less serious than they appear in extreme cases, and they are likely to lessen in the future.

III-A-15

Breed, Allen F. "A continuum of concern: united front against delinquency" in Youth Service News, 20(2):4-5, 26, 1969.

Cooperation and unity of purpose among the various agencies of the juvenile justice system is prerequisite to effective rehabilitation of juvenile offenders. The police, the courts, correctional institutions, and probation and parole services must develop a mutually supportive stance and find new ways to better integrate their operations. A major barrier to coordination is the fact that, although the purposes of the various agencies are the same, their roles and functions are different. All segments of the juvenile justice system should be united in their response to violations of the law, and in their avoidance of handling in the justice system those behaviors which, although disapproved, are not criminal offenses. Evaluative research should be undertaken to determine what methods are effective, and those methods should be utilized regardless of the philosophy behind them. The controversy over punishment vs. rehabilitation becomes irrelevant when effectiveness is known. The handling of minority group persons within the justice system should be investigated and improved wherever necessary. Evaluation of the decision-making processes and establishment of standards for use by personnel are necessary if the fragmented system is to work with greater consistency, equity, and justice.

Miller, Arthur R. "Personal privacy in the computer age: the challenge of a new technology in an information-oriented society" in <u>Michigan Law Review</u>, 67(6):1091-1246, 1969.

> The unprecedented ability of modern technology to inter-relate social institutions, to create awareness and responsiveness to human problems, and to provide massive stores of information subject to instant recall demands that a complete reevaluation of man's social and legal positions be made and that provisions for the protection of basic rights, such as privacy, be delineated with sufficient clarity. Such action must be taken on the national level since the impact of the computer has permeated the affairs of virtually every individual. The legal profession must approach the problem of individual privacy and autonomy and the challenge presented by technology to these fundamental conditions of society. They must also create a greater awareness of the changes precipitated by computers in the decision-making processes and the patterns of societal power. The legal system must be reconstructed to enable it to contain the excesses and to channel the benefits of this new power. Finally, the most imperative need at this time is an input of human resources to help solve the many privacy problems of this new society.

Martin, Robert L. "Administrative fairness in corrections" in <u>Wisconsin Law Review</u>, No. 2:587-601, 1969.

> The practices of the Wisconsin State Reformatory are described, in particular its classification and disciplinary proceedings, and some of the important administrative decisions affecting the life of inmates. Even though job assignments, institutional transfers, and disciplinary punishment for violation of institutional rules have long been thought matters not appropriate for judicial review, there is a growing willingness on the part of courts to assume some responsibility to protect inmates in appropriate cases. Due to this new trend, there may be a need to change some administrative practices to protect the inmate from arbitrary decisions.

Hauge, Ragnar. "Institutional dilemmas in probation and parole." Scandinavian Studies in Criminology. Vol. 2. Oslo, Universitetsforlaget, 1968. pp. 41-52.

The article is based on interviews with the 15 permanent probation officers at Oslo Probation Office. The object of the research was to clarify the probation officers' view of their supervisory activities. The probation officer is more or less left to himself to determine what his aims should be and what means he should employ. But no matter how he defines his activity he will be confronted by certain problems - problems that in the author's opinion are ingrained in the supervisory system. But since it is the probation officer himself who has defined his role, he will feel himself responsible for his inability to attain his aims. (author's abstract, ed.)

Keve, Paul W. "Administration - the planning and direction of juvenile court services" in The scope of juvenile corrections: can the pieces fit together? Workshop papers: 1967 North Carolina Workshop in Juvenile Corrections. Chapel Hill, 1968. pp. 53-62.

This discussion of the necessary prerequisites for effective probation administration reviews the desirable characteristics of competent probation administrators and explores the nature and extent of the department's relationship with the juvenile court. Modern probation administration calls for skill: in organizing increasingly complex office management components; in caseload management according to new and complex treatment techniques; in preparing and obtaining financial support from both primary and secondary sources; and in operating a treatment program within the requirements of a newly exacting court setting.

Silverman, Edgar. "Defining the objectives of a probation service for juvenile offenders" in The scope of juvenile corrections: can the pieces fit together? Workshop papers: 1967 North Carolina Workshop in Juvenile Corrections. Chapel Hill, 1968. pp. 15-24.

Considerations affecting the purposes and methods of probation are presented. Probation is defined as both: (1) a legal status imposed on an individual by a judicial officer in the course of a hearing; and (2) a service provided by the court as a result of which an offender can develop more responsible patterns of behavior. It is noted that, although many advantages may accrue to the juvenile offender as a result of recent trends toward a more legalistic juvenile court structure and process, a compelling need remains for the integration of legal and social work values.

Smith, Robert L. "Probation subsidy: success story." California Youth Authority Quarterly, 20(4):11-16, 1967.

In California, state subsidies for probation services are distributed to counties in proportion to the results achieved by each county's probation department. County probation departments are encouraged to reduce their rates of commitment to state correctional facilities in return for payment commensurate with the degree of reduction they achieve. California's special supervision program is based on the premise that successful probation subsidy operation is a partnership affair between the state and county governments.

Thornberry, Terence P. "Ex-offenders in community-based probation." Prison Journal, 48(2):23-25, 1968.

> The combined use of Community Probation Centers and young adult ex-offenders as probation aides would enable Probation Departments to offer a type of service not now employed. In the program suggested, young adult ex-offenders, recruited from within the community, would supervise and counsel juvenile probationers. The traditional officer would be moved to the background, influencing the probationer through the indigenous officer.

(No author). "The community and corrections." Prison Journal, 48(2):17-22, 1968.

> Probation and parole are social experiments which have run their courses, from which much has been learned. They are, however, no longer relevant to an age in which the relationships between the citizen and his community have been radically altered. In both probation and parole the officer must work in the conflicting areas of custody and treatment. The trouble with both programs is that the officer is a cop, even though a cop with a difference, and therefore he is not really trusted by his clients. Police work should be left to police officers and social work should be practiced in social agencies. With the use of suspended sentences subject to conditions to be enforced by the police and of social work agencies free of a special correctional flavoring, probation and parole services could be dismantled.

S E C T I O N   I V

T E C H N I Q U E S   A N D   P R A C T I C E S

Ackerman, John R. "The role of enforcement in American parole agencies." American Journal of Correction, 31(2): 26-31, 1969.

One of the biggest dilemmas in defining the parole function is determining the role of enforcement or the degree to which a parole agency employs surveillance, investigation, arrest, or other authoritative controls in carrying out its function. Some of the issues are whether parole should divorce itself from law enforcement and function solely as a social agency; whether the community can be adequately protected through the use of treatment measures alone; and whether enforcement practices can be successfully combined with the treatment process. Parole agencies in the United States differ widely in their use of enforcement measures. The treatment orientation of the social work profession has caused some agencies to modify or restrict their use of certain enforcement measures. However, more recent treatment theory has suggested that, since many parolees have authority problems, rehabilitation may be most successful within a framework of authority and control. A study of the nature and extent of enforcement practices in parole agencies in the United States revealed that most parole agencies feel that enforcement measures can and should be used in conjunction with any basic treatment program. Most felt that parole officers should have authoritative roles and that their power of arrest could be used constructively. There was a wide range of opinions concerning the manner in which police should be involved in parole activities and the extent to which various enforcement practices should be used.

Avery, Pauline; Adamson, Robert F. "School social work and crime prevention." Howard Journal of Penology and Crime Prevention (London), 12(4):264-270, 1969.

The role of any social worker is broadly defined by the setting in which he works, and by the structure of his local agency. Perhaps in most secondary schools there is a willingness to assume responsibility for the all-round development of the pupils. A school social worker with no secondary duties is less likely to be initially acceptable to teacher colleagues, than is the teacher/

social worker hybrid, who will appreciate the teachers'
problems, and is in a position to observe and make
contact with children who might never be referred to
him. The school social worker has the opportunity to
arouse and increase the sensitivity and awareness of
other staff members in their approach toward children
in difficulties, and toward children with behavior
problems. The White Paper,"Children in Trouble,"
stresses the importance of early recognition and treat-
ment of problems. If it is believed that preventive
work has an important part to play in countering delin-
quency and other forms of social breakdown, then the
potential of schools to help in this respect should be
utilized. A school social worker provides casework
service for children and their families who might bene-
fit, but would not normally be reached by other social
workers.

IV-A-13

Blanc, Marc; Susini, Jean. "Typology of offenders and typol-
ogy of treatments." Collected Studies in Criminological
Research. (Strasbourg), 3:79-126, 1968.

Four stages are evident in the development of European
ideas and methods relating to the assessment of the
efficacy of treatment: first, the apparent absence of
the idea of effectiveness from penitentiary systems;
second, the differentiation of the concept of punish-
ment into a theory of action and an evaluation of re-
sults, without regard for effectiveness in terms of
the individual; third, a concern in clinical crimi-
nology with diagnosis and treatment and a new empha-
sis on individual personality; and fourth, a concern
that evaluative research be statistical, experimental,
and clinical. The present stage of purely sociological
analysis of the efficacy of treatment is limited by the
inability of such analysis to make significant use of
the concept of personality. The process of experimen-
tation which has developed pragmatically in medicine and
psychiatry, resulting in the use of mathematical analysis
in these fields, must be repeated deliberately in crimi-
nology. The number of sociological and clinical analysis
of different types of treatments should be increased and
an effort should be made to test every element in these

treatments on groups of delinquents, themselves defined by statistical correlation. Medical, psychological, and criminological treatments of individuals have in common the personalization of treatment; the complex organization of treatment; and the continuity of treatment. In criminology, there should be less quantitative and more clinical research.

IV-A-14

Brendes, Ralph C. "Interstate supervision of parole and probation." Crime and Delinquency, 14(3):253-260, 1968.

The Interstate Compact for the Supervision of Parolees and Probationers enables a state to supervise other states' parolees and probationers who wish to serve their parole or probation within its territory because they have family and employment there. Administrative practices have been worked out so that the system operates almost routinely. The annual meetings of compact administrators have resolved most of the major problems as they have arisen, including such matters as frequency of progress reports; degree of adherence to job or residence requirements demanded; methods used to apprehend violators; and procedure for handling men who have moved from one state to another without going through compact channels. Some problems still face the states under the compact, including questions of procedure posed by recent U.S. Supreme Court decisions, such as Kyser v. Reed, but, on the whole the compact has been very successful.

IV-A-15

Burkhart, Walter R. "The parole work unit programme: an evaluation report." British Journal of Criminology (London), 9(2):125-147, 1969.

The California work unit parole program is a new method of parole management which aims to provide increased public protection through more effective parole service. Program features include case classifications and service according to supervision needs, weighting cases to permit more equitable workload allotments, special emphasis upon maximum use of supervision skills, community resources, and effective decision-making. Three classes of parole supervision were established: (1) special supervision

for parolees who require more than average parole spent
time; (2) regular supervision for parolees requiring
moderate time; and (3) conditional supervision for parol-
ees requiring a minimal amount of time. Program object-
ives are: increased community protection; increased
assistance to the parolee; and savings in institutional
costs. The effect of the work unit program on the total
parole population was a reduction in returns to prison
in a one-year follow-up from 27.7 percent to 21.1 per-
cent; in a two-year follow-up from 44.2 percent to 39.1
percent. With passage of time, the rate of return to
prison continues to drop. In a one-year follow-up for
three consecutive release periods work unit returns
dropped from 27 percent to 20 percent to 17 percent.

IV-A-16

California. Youth Authority Department. Community Treatment
Project: an evaluation of community treatment for delinquents
(Part 1): the Sacramento-Stockton and the San Francisco
experiments. Sacramento, Calif., 1968. 131 p.

The Community Treatment Project is an experimental-
demonstration project designed to study the feasibility
of substituting intensive care in the community for
traditional state training school programs for delin-
quents. During phase one, studies of comparative effective-
ness showed the community program to be superior in success
rates and in psychological test-score changes. This second
phase was proposed to determine which elements were re-
sponsible for the success of the community program. The
goals of phase two were to identify program elements;
continue the follow-up of experimental and control sub-
jects of phase one; further detail the Differential
Treatment Model; and compare two types of community pro-
grams. Significant differences were found between ex-
perimental and control subjects with regard to change in
I-level in connection with treatment and/or emotional-
perceptual growth. Five factors have so far emerged as
contributing to the success of the differential treatment
approach: (1) matching of clients with workers; (2) level
of ability and perceptiveness of workers; (3) intensive
or extensive intervention made possible by low caseload;
(4) emphasis on the working-through of the worker/client
relationship as a major vehicle of treatment; and (5)
differential and treatment-relevant decision-making.

California. Youth Authority Department. <u>Community Treatment</u> ·
<u>Project: an evaluation of community treatment for delinquents.</u>
<u>(Part 2): recent research findings and long-range developments</u>
<u>at the CTP.</u> Sacramento, Calif., 1968. 86 p.

In this second part of the research report of the
Community Treatment Project evaluation, the findings
reported in the first part of the report are discussed
in detail and long-range developments are described.
Contents: Changes in I-level among experimental wards;
Typological cross-classifications: a study of violent
offenders; Community agent time study; Revised esti-
mates of reliability of I-level and subtype diagnosis;
An overview of matching in the Community Treatment
Project; Overview of factors related to the success
of CTP; Summary of major accomplishments to date;
Research utilization and training; Plans for studies
of differential treatment.

California. Youth Authority Dept. <u>Community Treatment</u>
<u>Project: an evaluation of community treatment for delinquents.</u>
<u>(Part 3): Issues and findings related to differential and</u>
<u>rational decision making in the CTP.</u> Sacramento, Calif., 1968.
33 p.

Data drawn from the experimental-demonstration Community
Treatment Project were used to investigate: (1) whether
authority persons make decisions which vary as a function
of their awareness of the experimental or control status
of the juvenile and/or as a reflection of the fact that
they are applying different sets of standards or ex-
pectations to specified groups of juveniles; (2) the
implications of such differential decision-making for
the study of comparative effectiveness of experimental
and control groups; and (3) the conditions under which
differential decision-making would be appropriate in
handling given types of juveniles, within specified types
of programs. Differential decision-making was found to
occur; for example, experimentals were far less likely
to be revoked in connection with their first offense
and controls were far less likely to be restored to
parole. Careful interpretation must be given to state-
ments of comparative effectiveness concerning programs
which differ significantly in content and scope.

Cohn, Yona. "Channeling the probation interview." Crime and Delinquency, 14(3):226-232, 1968.

> Three situations that frequently confront the probation officer are analyzed: changing the probationer's attitude toward authority, changing his attitude toward the stigmatic delinquency status, and motivating him toward accepted behavior. The probationer's responses to his day-to-day problems are analyzed, and the various approaches possible to the probation officer are evaluated. Each probation officer must find the approach that best suits the situation before him. He must avoid positions or statements which might bring about a power struggle between him and the offender, and he must create an atmosphere in which the probationer's resistance to him as an authority figure becomes a constructive experience. The probationer should accept authority as something strong but not necessarily threatening. The problem of absorbing outbursts, the timing and formulation of the probation officer's responses, and the distinction between the probationer's problem and the probation officer's own needs within these situations are brought out in this article through examples of give-and-take discussions in the three situations mentioned.

Douglas, Valerie. "Terminating probation." Australian and New Zealand Journal of Criminology, 1(2):113-121, 1968.

> The grounds on which it is appropriate for a probation officer to initiate violation proceedings against a probationer are confusing and vague in Victoria and in other Australian states. The stipendiary probation and parole division is a comparatively new service in Victoria, and policy with respect to breach of probation has not yet been developed. It is left to individual probation officers to formulate their own policy, and wide divergences occur in the treatment of probationers. Two probationers may violate the same condition in the same way, and one be brought before the supervising court and the other not. It is suggested that it is possible to isolate some broad general directives which enable the probation officer to make a rational decision. The probation officer can come to his job aware that although he has been afforded discretion by legislation, there are three broad general grounds for bringing the probationer before the supervising court: because of his legal obligation with respect to the failure to report the commission of a felony by the probationer; further conviction of the probationer as a result of an adminis-

trative directive; and finally, the non-fulfilment of
that function of probation which has been called the
absence of improvement in the probationer.
(author abstract, ed.)

IV-A-21

Empey, LaMar T. "The role of social reconstruction in the
reintegration of the offender: problem and prospects." In:
Yefsky, S.A., ed. Law enforcement science and technology.
Proceedings of the First National Symposium on Law Enforce-
ment Science and Technology. Washington, D.C., Thompson
Book, 1967, p. 235-241. (Vol. 1).

Correctional organizations aimed at changing individual
offenders without requiring change in correctional
officials as well are unlikely to succeed. Organi-
zational methods in corrections have ignored the know-
ledge and decisions of inmates except as they relate to
the control function of corrections. Professionals and
their activities are concerned primarily with the indi-
vidual rather than with the total character of the
organization. Correctional organizations should develop
a unified and cohesive social system in which staff and
offenders have a functional rather than a caste-like
relationship to each other. Caste-like correctional
organizations are the result of correctional objectives
which emphasize control over rehabilitation. If re-
habilitation is the objective, the kind of organization
must be sought in which an offender can achieve in-
creasing responsibility in legitimate roles. Another
major problem in corrections is the integration of
correctional activities with community life.

IV-A-22

Foren, Robert; Bailey, Royston. "Casework in probation."
Authority in Social Casework, Oxford, Pergamon Press, 1968.
p. 80-113.

Although the British probation officer is generally
regarded as the social worker of the courts, responsible
to the magistracy and judiciary, considerable variations
exist in the conceptions of his role and function. In
courts whose magistrates regard their function as merely

punitive, the influence of the probation officer is
small. But in those courts whose magistrates regard
their function as preventive and therapeutic, the
opinion of the probation officer is deemed invaluable.
Occasional differences of opinion between the probation
officer and the police are explained by the under-
standable wish to limit the extent of help and friend-
ship given to the offender. Since the officer is very
closely in league with the court authorities, many
offenders regard him as a dangerous authority figure
whose legal status warrants resistance. Because of
the officer's personal influence, rather than his
formal authority, he is gradually able to overcome
that natural resistance to being helped. There is a
distinction between the formal authority of the pro-
bation officer, namely the legal powers to direct,
instruct, and help, together with the sanctions which
he may use, and his personal authority, i.e., personal
prestige and influence.

IV-A-23

Goter, Leroy P.; Hamm, Robert B.; Osterberg, Mary N.
A home away from home: community volunteers empty the jail.
Boulder, Colorado, Boulder County Juvenile Court, [1968]. 46 p.

The Boulder, Colorado Juvenile Court, has recruited
volunteers since 1963 to serve as foster parents who will
take juvenile delinquents into their homes for varying
lengths of time. In addition, two group foster homes
have been organized and professional houseparents hired
with funds raised in the community. These homes are
primarily used as temporary-placement alternatives for
the court and are called "attention homes" to avoid the
negative connotation of "detention home." The court
feels that family disorganization contributes to the
social problems of the whole community and that the
problems of children brought before the court must be
solved by the community. The court seeks broad community
support of the programs to curtail and prevent juvenile
delinquency without resorting to institutionalization.
The development and use of group and individual foster
homes involve distinct kinds of problems, and descriptions
are given of both. The leasing, design, financing, in-
take, program, supervision, criteria for houseparents,
and the impact of group homes are outlined. Appendices
give further instructive details.

Hunt, R. G. and Lichtman, C. M. "Counseling of employees by work supervisors: concepts, attitudes, and practices in a white-collar organization." _Journal of Counseling Psychology_, Vol. 16, No. 1, Jan. 1969, p. 81-86.

There is growing endorsement of personal counseling as an acceptable, even essential function of work supervisors. A study of top managers, first-line supervisors and white-collar workers in a typical large organization provides a look at this sort of counseling. It was seen as a method of gentle, one-way advice-giving and performance control, with a secondary emphasis on motivating improved performance. Managers and workers felt counseling had motivational uses, but supervisors saw counseling more narrowly as a way to correct technically substandard work. Supervisors claimed they counseled and managers agreed, but workers often did not recognize these activities as counseling. Managers and workers felt there was not enough counseling, in contrast to 80 percent of the supervisors. Supervisors had great confidence in their counseling ability; managers and workers were less confident. Workers' ratings of supervisory counseling were positively related to job satisfaction, worker clarity about what was expected of him on the job, and the understanding of the worker's job that the worker thought the supervisor possessed. Although counseling was less than professional, it is important that counseling perspectives and values have been accepted as relevant to supervisory practices.

Kirkwood, William. _Volunteers in corrections_. (Information Review on Crime and Delinquency, Vol. 1, No. 3). New York, National Council on Crime and Delinquency, 1968. 21 p.

Since the late 1950's a growing emphasis has been placed upon bringing more citizens into correctional affairs. This use of volunteers is invaluable in eliminating community uneasiness in dealing with ex-convicts and in facilitating the reentry of the offender into the community. At present the extent of volunteer involvement is relatively small, partly due to a failure to recognize the variety of possible roles open to citizens in corrections. Possible roles include: the Big Brothers of America, through which

a male figure serves as a substitute father for a juvenile
boy; programs administered by the Boulder County, Colorado
District Court, Juvenile Division, in which community
volunteers work in action programs designed to combat
juvenile delinquency at the local level without resorting
to institutionalization; in the Lane County, Oregon Juve-
nile Department's Court, Counseling and Detention services,
where citizens help arrange social and recreational
activities and tutor detained juveniles; the John Howard
Association and the Osborne Association, which run pro-
grams to provide aid to ex-prisoners, particularly in
finding employment; and the Citizens Action Program of
the National Council on Crime and Delinquency, through
which citizen councils have been set up in 20 states.
A bibliography is included which cites articles and re-
search projects, both domestic and foreign, concerned
with the uses of volunteers in programs for the prevention
of crime and delinquency and evaluations of their services.

IV-A-26

McDonald, C.H. and Hood, J.F.   "Supervising the 'unemployable'",
Supervisory Management, Vol. 14, No. 2, Feb. 1969, p. 2-6.

The National Alliance of Businessmen, founded by former
President Johnson, is now seeking a solution to the
problem of employing the "unemployable". Directed by
Henry Ford II the alliance has established an ambitious
goal: to locate 500,000 permanent jobs for hard-core
jobless persons by July 1971. When an "unemployable"
joins a company, his supervisor faces a new and unique
challenge. The success of the disadvantaged worker is
largely dependent upon how well the supervisory challenge
is met. Attempts to motivate the disadvantaged person
should be aimed at building his trust and confidence.
He should be encouraged to voice whatever questions occur
to him during training. The objective of employment pro-
grams for the disadvantaged is to provide extra training
and supervision so that with gradual improvement they can
perform at a level with a company's normal standards.
Key people in the supervisor's department must be informed
about the background of the disadvantaged employee, about
training problems that may develop and about the rate at
which the new worker is expected to progress. Honest praise
from his supervisor should help dispel his anxieties. A
supervisor should remember to praise the worker in public
and correct him in private. The disadvantaged worker must
know what is expected of him.

Miles, Arthur P. Problems of theory building in probation
and parole. Madison, University of Wisconsin, School of
Social Work, 1967. 16 p.

> The extent to which probation and parole have a common
> theoretical basis is the degree to which it is based
> upon social casework. Inasmuch as social casework is,
> in turn, based upon psychoanalysis, this may be said to
> be the theory of probation and parole. In actual practice,
> however, the theory of probation and parole is not as
> profoundly psychoanalytic as other forms of casework.
> There is a great deal of dissatisfaction with psycho-
> analytic theory as the basis for practice in probation
> and parole. The application of a genuinely sociological
> theory is needed. The sociological theory with the best
> prospect for success would appear to be differential
> association.

Cohn, Alvin; Venezia, Peter S. Uniform probation reports:
a feasibility study. New York, 1968. National Council on
Crime and Delinquency, 124 p.

> This study explores the feasibility of a national program
> designed to meet the need for a comprehensive system of
> collection, storage, and retrieval of information within
> the field of probation. The study, based on a uniform
> data-gathering approach already in use by parole systems
> across the country, developed as a by-product of the
> Probation Management Institutes. Twenty-two probation
> agencies contributed information on 2,228 adult pro-
> bationers to the National Council on Crime and Delinquency
> where statistical analyses were performed and the results
> interpreted. It was concluded that uniform data can be
> collected simultaneously from a number of probation
> agencies and that information useful to the field can be
> generated from these data. Illustrative of the latter
> are several of the study's overall findings: (1) signifi-
> cant relationships are shown to exist between probation
> performance and 12 probation characteristics; (2) indi-
> vidual agencies differ significantly in their proportions
> of probationers displaying these characteristics. This
> indicates that agency "success rates" are not sufficient
> bases for inter-agency comparisons of effectiveness;
> (3) substantial disagreement exists among probation ad-
> ministrators, between them, and the study's findings, in

regard to which probationer characteristics are associated with favorable probation performance; and (4) research based upon uniformly collected data provides information which may be used by probation personnel to test their assumptions about important aspects of their field. Several preparatory steps prior to the incorporation of an on-going national probation information system will be needed: (a) assistance will have to be provided to agencies; and (b) differing laws pertaining to adult felons, misdemeanants, and juveniles will require the development of a tri-partite information system.

IV-A-29

Nicholson, Richard C. "Use of prediction in caseload management." Federal Probation, 32(4):54-58, 1968.

With their constantly increasing workloads, probation and parole officers are finding it exceedingly difficult to give adequate supervision to those who need special attention. Part of the solution to the problem is to classify the caseload according to low and high risk cases, giving minimal attention to those who are likely to make favorable adjustments with a minimum of supervision. The United States District Court at Sacramento, California, experimented with a form for scoring potential adjustment on probation and parole. A modified Base Expectancy Scoring (BES) method was employed in rating 111 male adult offenders. The ratings were checked against the adjustments made in each case, either "favorable" or "unfavorable". The results showed that BES is very efficient in predicting the adjustment of persons scoring in the "A" and "C" categories; one-half of the total group under study were rated "A" and 99 percent made favorable adjustments. The "A" cases received criminal supervision and it should be determined whether an "A" caseload needs any supervision at all. Fourteen persons received "C" ratings and all made unfavorable adjustments. In the "B" category results were mixed. Maximum efforts with current methods of supervision should be focused on the "B" caseload, since these are persons who may be motivated either way according to the type of treatment they receive.

Norman, Sherwood. Delinquency prevention: three basic
approaches. New York, NCCD, 1968. 27 p.

There are three broad interrelated approaches to delin-
quency prevention: (1) remove the conditions which breed
delinquency by providing equal opportunity in education,
housing, and employment; (2) provide adequate, instead
of token, social services; (3) apply more effective law
enforcement and correctional services in the community.
Excessive detention and meaningless probation result in
repeated offenses. These methods must be replaced by
modern probation practices, including intensive caseloads,
group interaction, and other individual and group tech-
niques. Federal funds as well as business, industry,
religious and neighborhood groups must be mobilized.
Correction today is a monopoly; the court has no choice
of probation agencies judged by successful performance
for survival. State training schools are responsible to
no one for maintaining a high rate of rehabilitation.
Half the children sent to correctional institutions need
not have been committed, if adequate community treatment
had been available. Detention is improperly used; few
youths are such serious threats to the community that
they must be held for court in a secure setting. The
probation experience is little more than a legal status.
Most of the money spent for correctional institutions is
wasted, because effective aftercare services are lacking.
A greater variety of resources are needed in juvenile
correction, including non-residential intensive group
treatment, halfway houses, and specialized institutions.
Planning must involve not only professionals, but also
influential citizens within the power structure.

Ribich, T.L. Education and poverty. Washington, D.C.
The Brookings Institution, 1968. 163 p.

A major assumption of the war on poverty has been that
education and training are especially effective means of
helping people to lift themselves out of poverty. But are they?
Despite the common faith in education as a method of alle-
viating poverty, very little has been done to quantify
the potential contribution it makes. The first aim of
the war on poverty can be viewed as essentially an eco-
nomic one of raising the incomes of the poor; this makes
the task of benefit-cost analysis, the method employed in

this study, very appropriate: while benefit-cost analysis
can never give an accurate weighing to all advantages and
disadvantages, it can measure the economic impact on the
directly affected individuals and answer the question of
whether an additional expenditure on education at this
point in time is an efficient way of raising the incomes
of the poor. The author's analysis does not add a great
deal to the "case for education," even though, as he
admits, his judgment can only be tentative since his
experiments were few and limited in scope. Yet, he
essays 3 conclusions: 1) vocationally-oriented training
exhibits a higher rate of payoff than does general
education; 2) payoff-rate evidence gives no indications
that emphasis should be placed on early or preschool
years; 3) rates of payoff appear higher from adding
expenditures in school districts that are now spending
relatively little.

IV-A-32

Spergel, Irving A. Community problem solving: the delinquency
example. Chicago, University of Chicago Press, 1969. 342 p.

This book is an organizational approach, from a social
work point of view, to the problems of inhabitants of
slums and the inner-city. It is concerned mainly with
youth and delinquency, but the principles and techniques
of community action discussed are relevant to other
social problems of these areas. A general framework
for community organizing and problem-solving is pre-
sented and a broad analysis of community action from
various perspectives is intended to assist in the develop-
ment of a methodology for use in social work practice.
Organizational strategies and the roles of the worker in
community action are emphasized. The data were derived
from field study of a wide variety of groups and organi-
zations concerned with the community problem of delin-
quency. It was concluded that community resources have
been overly committed to social stability and that far
greater support should be given to change-oriented organi-
zations. Policies of the federal government should support
radical change in the conditions creating poverty, mental
illness, delinquency, racism, and unemployment. Programs
of youth rehabilitation and delinquency prevention must be
integrated into a larger plan for improvement of the
community.

Field, P. L. "Does it pay to hire the hard-core?" in
Business Management, Vol. 3, No. 2, 1969. pp. 42, 54-56.

Gainful employment of underprivileged minorities has
become a widespread managerial objective. Four top
executives examine this problem of national import and
make some observations that may help with your inte-
gration program. They cannot of course speak for all
businessmen; nor do they claim to. They employ thousands
of people, skilled and unskilled. The problems they
encounter are typical. Over-all they agree that nation-
ally the hard-core program is "making progress." One
major problem seems to be the necessity to lower employ-
ment standards. Where does our hard-core employment
program stand today? A reasonable estimate would be
that it is moving ahead slower than some militant black
extremists might like, and faster than some conservative
businessmen can adjust to. The point, however, is that
it is moving ahead, and paradoxically, a prime mover in
achieving its ends and affecting his own economic sal-
vation could be the Negro himself.

Thomas, W. C. "Bring on the 'hardcore trainers'. I love a
parade" in Management of Personnel Quarterly, Vol. 8, No. 2,
1969. p. 4-9.

It is getting so that any white consultant or college
professor who holds a degree in psychology, sociology,
or even liberal arts, and has read a book on Black
people is suddenly an "expert" in teaching supervisors
to manage Negro employees. It is difficult to see how any
white human relations trainer can conduct a truly effective
workshop using only himself or other whites as resource
people. It is not that a White lecturer and a Black
lecturer give different answers to questions from par-
ticipants (although it is highly possible that they
might) but rather it is the way the words are said by
the Black man that reinforces their meaning--hearing it
"from the horse's mouth." Of course, there is a danger
of workshop leaders picking just anyone to serve as a
resource person so long as his skin is not white, since
training men often do not know where to go for qualified
Negro program leaders. But here are some "new and un-
tried" answers: choose speakers from the Black community,

speakers who can articulate Black thought and experience
without creating either animosity or useless pity. The
myth popular among too many middle class White Americans--
that all Black people are either welfare recipients or
violence prone radicals--is one that must be dispelled.

IV-A-35

Somers, G. G. Retraining the unemployed. Madison, University
of Wisconsin Press, 1968. 351 p.

   Have government retraining programs succeeded? Who can
   be retrained and for what kind of jobs? This book, a
   collection of case studies, attempts to answer these
   and other pertinent questions regarding retraining pro-
   grams and the unemployed. The number of Federal pro-
   jects and independent projects is rapidly growing. In
   evaluating them such states as West Virginia, Michigan,
   Connecticut, and Tennessee have been studied. The
   most significant conclusion to these studies is that
   the retraining programs are a sound social investment.
   Companies have gained economically from them. Retrainees
   have proved themselves good potential for future develop-
   ment. And the retrainees have gained in morale, social
   status, and self-esteem. Data have been assessed on
   various parts of the programs by the individual authors.
   Such factors as the personal characteristics of the
   trainees, the effect on the labor market of the trainees,
   and institutional placement provide a general overall
   picture of these programs. Despite the favorable con-
   clusions some questions remain. Would on-the-job
   training be more profitable than special training pro-
   grams? Will the trainees hold up to the nontrainees
   in the passage of years? These and other questions
   arise throughout the several case studies.

IV-A-36

Brand, H. "Unemployed youth" in The Conference Board Record,
Vol. 6, No. 5, 1969. p. 41-47.

   Federal manpower training programs and increased financial
   support of vocational schooling are based on the assumptioı
   that at the root of the problem of youth unemployment lies
   inadequate preparation for labor markets, which are de-
   manding progressively higher levels of educational attain-
   ment. The Manpower Reports of The President in recent

years link three main reasons underlying youth employ-
ment: 1) demographic characteristics; 2) the occupations
and industries through which youths become attached to
the labor force; and 3) hiring standards. Growing
official emphasis on enlisting private-industry coop-
eration in hiring and training the disadvantaged, on
on-the-job training generally, and on programs experi-
menting with career structures point to some of the
pressures which are likely to operate on industry's
personnel policies in the future. A survey conducted
by the Department of Labor shows that even in highly
skilled occupations the proportion of workers learning
on the job considerably exceeds the proportion who had
had formal training in schools, the Armed Forces, or
through apprenticeships.

IV-A-37

Perrella, V. C. "Employment of high school graduates and
dropouts" in Monthly Labor Review, Vol. 92, No. 6, 1969.
p. 36-43.

In October 1968 there were 15 million youths aged 16 to
24 who were no longer in school. Seventy percent had at
least a high school diploma. Unemployment rates were:
for graduates, 6.1 percent (white, 5.5; nonwhite, 10.8);
for dropouts, 13.1 percent (white, 11.3; nonwhite, 19.4).
During 1968, 1.8 million youths left high school, one-
third as dropouts. More men than women drop out, but
many men join the armed forces. Women dropouts are more
often married. Dropouts are generally younger and less
often white. About 80 percent of the 1968 graduates and
over 60 percent of the dropouts were employed by October
1968, with married women and younger persons less likely
to be working. Occupation patterns are similar for re-
cent graduates and dropouts; older graduates hold a
higher proportion of white-collar jobs, while older drop-
outs are in much the same situation as younger ones, in-
cluding their unemployment rates. More than half of
women graduates were in clerical work; only 20 percent
of dropouts were so employed. The unemployment problem
centers on the youngest, the nonwhite, the least edu-
cated, and the women among them. More than 20 percent
of unemployed youths quit their jobs voluntarily; these
persons could have benefitted from combined school-work
programs.

Ackerman, John R. "Reality therapy approach to probation and parole supervision." Probation and Parole, 1(1):15-17, 1969.

Until recently, the social casework process has been more widely accepted in the areas of probation and parole than any other form of psychotherapy; however, there has been a shift of emphasis within the past few years, resulting in the use of different approaches. One such innovation is the Reality Therapy approach, which focuses on present behavior, instead of past unconscious conflicts or other emotional problems which are deeply entrenched in the past. The patient, who is thought of as irresponsible or weak, and not mentally ill, is conditioned to develop the strength to take the responsibility to fulfill his needs satisfactorily. Certain parallels exist between the role of the Reality Therapist and that of the probation or parole officer, including both believe that confronting the client with the consequences of his behavior is a vital part of the rehabilitative process; and they both constantly deal with problems of right and wrong, irresponsibility and responsibility. Also, it is believed that this approach will become more widely accepted in probation and parole because the treatment scheme is devoid of complex theories, concepts, and methods, thereby enabling greater involvement of sub-professional, and non-professional personnel in therapy operations.

Wallace, John A. "The changing role of probation - what does the future hold?" in Probation and Parole, 1(1):9-14, 1969.

By first assessing those trends in certain areas which will greatly affect probation, such as population, economics, technology, politics, and the social and moral revolutions, it is then possible to predict the changes probation will undergo in the future. For the agency, the trends will be in the formal consolidation; relocation of services; movement into the community; a change from a one program agency to a multiple program agency; and a change in the structure of decision-making within the agency. For the worker, the trends are a change in the educational requirements for entry into the field and for promotion; a new definition of "professionals"; the introduction of new titles and roles with whom the probation officer will be working and new work groups

(the team) with less emphasis on the one-to-one role
in supervision; more accountability and work per-
formance because of the use of tested and validated
theories; a reduced work week for line personnel; and
an increased work week for the administrators.

IV-A-40

Robin, Gerald D. "Anti-poverty programs and delinquency" in
Journal of Criminal Law, Criminology and Police Science,
60(3):323-331, 1969.

Separate analyses of the police records of year-round
and summer-only enrollees who worked in the in-school
Neighborhood Youth Corps programs in Cincinnati and
Detroit compared with those of control youths who
applied to the program revealed that Neighborhood Youth
Corps participation, among both males and females, was
unrelated to delinquency prevention or reduction. Exam-
ination of the gross and net effects of program partici-
pation disclosed no evidence that working in the program
made enrollees with a previous offense record less likely
to continue to commit offenses while they were working
in the program, in any way had a positive effect on
particular types of offenders, or reduced overall the
number of police contacts or specific kinds of offensive
behavior. Nor, among enrollees who had no previous
offense record prior to enrollment, did the program dis-
suade them from entering the ranks of delinquency more
so than was the case with the controls in the absence of
program participation. In neither city was there any
indication that Neighborhood Youth Corps participation
had an effect on reducing criminality on the part of the
enrollees while the youths were working in the program
or after they left it. Assuming that police contacts
are a valid index of variation in illegal behavior, then
the putative importance of anti-poverty programs that
consist largely of the creation of work opportunities in
reducing criminality among juveniles and young people
may be more illusive than real.

IV-A-41

Braithwaite, R. M. "The search for a primary task" in
Probation, 15(2):57-60, 1969.

The development of other social services and current

proposals for their reorganization make it necessary
for the probation and aftercare service to reconsider
its role and to decide where it can make its most
appropriate contribution. In the early days of pro-
bation, the deep involvement of the service in the
community created few administrative problems since
resources were so scarce that there was no danger of
overlap and wasteful duplication. Current strains on
the probation administration have stemmed from the
development in general personal social services and
the development of probation, during the same period,
as a multi-functional organization. The multiple goals
of probation have created conflicts as well as demands
for regional coordination among small service areas
to facilitate resource utilization. When the Children
and Young Persons Bill becomes law, probation officers
will no longer be responsible for juveniles. Marital
and family problems also may be handled by local author-
ity social service departments, rather than by the pro-
bation service. Reorganization of the probation service
to adult offenders could be modeled after the structure
of the proposed national health service, based on local
committees and area boards, and with considerable re-
sponsibility delegated to the local level.

IV-A-42

Jones, Gordon. "The future of the probation and aftercare
service" in Probation, 15(2):44-51, 1969.

Any recommendations for change in the organization and
administration of probation and aftercare services in
England should seek to preserve the existing pro-
fessional relationship between probation and the judi-
ciary; to reinforce the probation service as a pro-
fessional organization; to facilitate development of a
treatment continuum in which the community and insti-
tutions are involved; and to retain the impartiality of
the service in its work with the courts. Social work
agencies should be classified under two separate headings:
those with social support functions and those having
social control functions. The probation and aftercare
service provides a substantial range of social support
activities and works closely with other community services,
but it still is primarily concerned with the social con-
trol system, which also includes police, courts,prison

service, and departments concerned with aliens and
dangerous drugs. A comprehensive court-based inde-
pendent social service is needed. This service would
continue to carry out its present functions, providing
staff to the civil courts and other social control
agencies by assignment, while providing and staffing
residential offender-treatment centers. It would have
a close relationship with the prison system. Active
involvement of the judiciary in the administration of
probation at the regional level is desirable and pro-
bation resources and facilities should be provided on
a regional basis.

IV-A-43

Turner, Kenneth A. "A new approach to juvenile probation" in
Law and Order, 17(9):94-97, 1969.

In 1965 the juvenile court of Memphis and Shelby County,
Tennessee, enlisted the active participation of concerned
citizens in providing probationary supervision to delin-
quent children. Nonprofessionals were recruited as
volunteers on a part-time basis. At first, citizens
worked with a professional probation officer, taking on
some of the cases assigned to the officer. Since for
organizational and administrative reasons this proved
unsatisfactory, the auxiliary probation officers were
organized separately from the court's probation depart-
ment. By September 1968, the Auxiliary Probation Service
was operating so well that it was made responsible for
all probation supervision, leaving the court probation
department free to conduct pre-hearing investigations.
If a child is arrested while on probation, he is returned
to the court probation department and supervision by the
auxiliary probation service is suspended. The auxiliary
probation service has become so effective that it is
now generally agreed that a better way has been found
to provide probation supervision at little or not cost
to the taxpayers.

Burdman, Milton. "The conflict between freedom and order" in
Crime and Delinquency, 15(3):371-376, 1969.

>In the administration of justice, maintaining the balance
>between freedom and order means that the need to protect
>rights of defendants and convicted offenders must be
>weighed against optimum protection of the community.
>These demands conflict at three points--at trial, at
>sentence, and at institutional release and parole or
>probation revocation decisions by a correctional agency.
>The need for and value of due process and adversary pro-
>ceedings are not constant at all three stages: (1) they
>are required to establish guilt in court; (2) they are
>less useful at the presentence hearing; (3) they are
>inappropriate and impractical in the correctional system.
>At no point in the correctional process is absolute free-
>dom at issue; judgments involved in increasing or re-
>stricting relative freedom do not attain greater clarity
>and equity through the adversary process. Major abuses
>in decisions can be and are corrected by exercise of the
>right to submit writs to the courts. The better method
>to guarantee equity and a proper freedom-order balance
>is an organized system of objective and fair decision-
>making. The key is mature personnel selection and con-
>stant training, careful administrative supervision, and
>provision for independent review of major decisions by
>experienced staff detached from the correctional ad-
>ministrative structure.

University of North Carolina. Government Institute. Training
Impact Project. TIP: (Volume 1): a training program for juve-
nile probation services. Chapel Hill, N.C., 1969. 85 p.

>This monograph presents a summary of the content of a
>training program, conducted at the University of North
>Carolina, for public welfare workers without professional
>training who serve the courts as juvenile probation
>officers. Subjects discussed include: the roles of the
>juvenile court worker as social consultant to the court,
>as caseworker for the client in an authoritative setting,
>and as liaison with other community resources; the worker's
>relationship with the judge; juvenile court law and
>philosophy; the goals of probation; the purposes and
>nature of the pre-hearing investigation; the nature and
>techniques of probationer supervision; the use of author-
>ity; the effects on the juvenile court of Supreme Court

decisions; development of the treatment plan; the
community school as a probation resource; and teach-
ing objectives of the training program. An appendix
presents more detailed information on the juvenile
court in North Carolina.

IV-A-46

Monger, Mark. Casework in after-care. London, Butterworths,
1967. 218 p.

This book outlines the ways in which casework can be
used in the field of rehabilitation; it gathers to-
gether much of the knowledge about after-care ac-
cumulated over the years by both probation and prison
services of Britain and puts forward some exploratory
ideas. Particular chapters deal with the difficult
task of laying the foundations for after-care and
with the specialized treatment for young offenders and
women. Contents: Is casework appropriate for after-
care?; Casework method in after-care; Laying the foun-
datons--from inside; Laying the foundations--from out-
side; The period of after-care; After-care of young
offenders; After-care of women and girls; and Appendices.

IV-A-47

Szasz, Thomas. "Psychiatry, the law, and social control" in
University Review, 2(3):8-13, 1969. Publication of the State
University of New York, 60 E. 42nd Street, N.Y., N.Y.

There is a conflict between American commitment to a
free and open society and widespread use of involuntary
psychiatric interventions as methods of social control.
The semantic problem of the misleading phrase "mental
illness" should be recognized and the three very different
categories of people who may be classified as "mentally
ill" should be treated differently: those who have dis-
eases of the brain should be given the option of medical
treatment; those who are "sick" only in a metaphoric
sense should be treated as they wish, provided they can
secure the treatment they desire; and those who act out

a deviant social role not prohibited by law should
be left unmolested by the power of the state, whereas
those who act out a role prohibited by the law should
be treated as accused criminals, with psychiatric treat-
ment available, but only on a voluntary basis. Society
as a whole, rather than psychiatrists, would have to
decide and take responsibility for putting into law
what is legally punishable behavior. In civil law,
the repeal of mental hygiene laws, like the abolition
of slavery, would enlarge the scope of human freedom
by replacing coercion with negotiation, subjection
with contract. In criminal law, great changes would
also have to be made, among them the elimination of
the plea and verdict of "not guilty by reason of
insanity." Lawbreakers, regardless of their "mental
health," ought to be treated as offenders.

IV-B-13

Akman, Dogan D.; Normandeau, Andre; Wolfgang, Marvin E.
"The group treatment literature in correctional institutions:
an international bibliography, 1945-1967." Journal of
Criminal Law, Criminology and Police Science, 59(1):41-56,
1968.

This bibliography is focused on group counseling, group
therapy, and group psychotherapy methods used in the
rehabilitation of criminals in correctional institutions.
Studies and articles dealing with the use of these methods
in probation, parole, or out-patient clinics are not
included.

IV-B-14

Blumstein, Alfred. "Free-enterprise corrections: using
industry to make offenders economically viable."
Prison Journal, 48(2):26-28, 1968.

Since the rehabilitation of offenders may fail or
succeed on the basis of the offender's economic
viability, industry might be considered as a possible
replacement for the correctional institution, as well
as for probation and parole for some portion of the
offender population. Some means of incorporating in-
dustry more directly into the correctional process is
needed. Corporations should be engaged to perform the
corrections function for a specified group of indi-
viduals under an incentive-fee arrangement. The
corporation would be expected to train these people
in specific job skills and supervise their job per-
formance. The company would also be expected to
provide the broad training and closer supervision
that these trainees would need.

IV-B-15

Frayne, Lawrence. "Supervision in social casework."
Probation, 14(3):84-87, 1968.

It is generally recognized that social caseworkers want
and need supervision. In Great Britain, there are two
approaches to supervising the work of social work

colleagues, the eclectic and the pace-setting. In the
former approach, the supervisor is supportive and aims
to help the worker extend his understanding of the
difficulties involved and the available methods which
can be used in the worker-client relationship. In the
more aggressive pace-setting approach, the supervisor
analyzes the case from the record with a view to help-
ing the worker discover possible underlying problems.
The supervisor then insists that the worker face the
implications of his work. Regardless of the method
used, the supervisor must be certain that he does not
cripple the worker by undermining his spontaneity or
confidence. The supervisor should expect to see an in-
crease in the range and quality of the worker's per-
formance.

IV-B-16

Harris, Louis. "Changing public attitude toward crime and
corrections." Federal Probation, 32(4):9-16, 1968.

A Harris poll conducted in March 1968 found that 66
percent of Americans believed there is something deeply
wrong in America today, 83 percent expressed concern
about violence on the streets, and 82 percent thought
there are too many criminals loose on the streets.
These observations are based on a study of public
attitudes toward crime and corrections which were
conducted at the request of the Joint Commission on
Correctional Manpower and Training. Additional find-
ings are discussed.

IV-B-17

Monson, Larry; Cowden, James E.   "How effective is after-
care?"   Crime and Delinquency, Vol. 14, No. 4, October, 1968.
p. 360-366.

This article reports a study of several significant back-
ground variables as observed in two different groups:
delinquents placed in boarding homes after release from
an institution and delinquents returned to their own homes.

Comparisons were made on a number of socio-economic variables and upon postrelease adjustment and recidivism. The findings suggest that offenders returned to their own homes face more risks of developing problems in their postrelease adjustment than those placed in boarding homes face.

IV-B-18

Moore, Eugene Arthur. "Youth services bureaus - local community action program prevents delinquency." Judicature, 52(3):117-119, 1968.

Crime and delinquency cannot be reduced through federal and state agencies alone, real prevention rests in the local community. Michigan's Oakland County Protective Services Program, a Youth Service Bureau type program, recognizes that to be successful, a prevention program must work at a local level with local cooperative agencies and volunteers seeking to create the proper environment within the family, home, and church. The program deals with youth problems on a general level throughout the community, e.g., adult education, youth codes, family improvement, and with individual cases on an individual basis.

IV-B-19

Hill, Wm. Fawcett. Group counseling training in probation project: final report. Los Angeles, University of Southern California, Youth Studies Center, 1968. 178 p.

This project was undertaken to train probation staff in group counseling while developing curriculum materials and a training design for persons involved in group counseling. The objectives of the study thus included curriculum development, demonstration and evaluation, and research. Four county probation departments in southern California participated. The curriculum materials and training design were successfully developed and distributed and a considerable number of corrections agency personnel were trained in group counseling.

No author. "Homeless borstal boy: institution-probation service, a case of co-operation." Prison Service Journal, 8(31):29-30, 1969.

> The greatest need of the homeless borstal boy upon his release is for personal relationships which will meet his needs for emotional involvement. A small-family type dwelling with a maximum of six beds which is staffed by two brothers and a sister from Anglican Franciscan communities is being tested as a way in which to counteract the emotional deprivation and institutionalization of releasees.

IV-B-21

Walker, Hill M. "Application of a decision-making construct to the casework process" in Corrective Psychiatry and Journal of Social Therapy, 15(1):38-47, 1969.

> E. Lakin Phillips has constructed an interference theory which postulates that the personal conflicts of the individual are a result of his inability to make meaningful decisions about himself and to translate them into action. This theory may offer functional utility for the casework process since one of the major goals of casework is to help the individual develop decision-making skills.

<u>S E C T I O N   V</u>

R E L A T I O N S   W I T H   J U D I C I A R Y

Carter, Robert M.; Wilkins, Leslie T. "Changing concerns in corrections." Issues in Criminology, 3(2):197-209, 1968.

A total of 810 individual articles which appeared in "Federal Probation" from 1947 through 1966 were analyzed, in an attempt to obtain data on changing concerns in corrections. The indexing of articles and contributors was reviewed, permitting a determination of trends. Articles concerning juvenile delinquency, probation, correctional practices and institutions, courts, prevention, and parole were most common, reflecting the main concerns. Topics of articles were arranged into three classes: those reflecting an increasing concern; those with a constant concern; and those with a decreasing amount of concern. The assignment of the categories into classes was brought into focus by viewing the data over the two decades 1947 to 1956 and 1957 to 1966. "Alcoholism" showed constant concern; "administrative aspects and civil rights," "bail system," "capital punishment," "criminal responsibility," "work release," "supervision," and "sentencing" were of increasing concern; while "religion and crime" and "casework" were of decreasing concern. Articles contributed by university-college faculty members increased in the second decade; academic sociologists, researchers, and line probation and parole officers-agents more than doubled their contributions in the second decade. There has been a decline in articles by judges. While contributions from social welfare agencies decreased significantly in the period 1957 to 1966, there has been an expansion of traditional social welfare interest to new areas of concern, to include innovative counseling techniques and community programs.

Croft, Elizabeth Benz. A plan for court and probation services. Rochester, N. Y., Rochester Bur. of Municipal Research, Inc., 1968. 106 p.

The concern of this study is to design an effective structure for administering probation services in Monroe County, New York. The recommendations suggested are: that the court services of investigation, as now provided the criminal courts by the Adult Probation Department of Monroe County and the Rochester City Court Probation Bureau, be consolidated into a Bureau of Court Services; that family court services be furnished through

a separate bureau under the authority of the adminis-
trative judge of the family court; that all probation
supervision functions as now carried out by the family
court, the city court, and the Monroe County Adult Pro-
bation Departments, be consolidated into a County Bureau
of Probation; and that a proposed County Department of
Rehabilitation and Correction be responsible for the
County Probation Bureau and for the county penitentiary
and rehabilitative treatment programs for offenders.
The research here suggests that a general realignment
of state functions could have a dramatic impact on
furthering the development of both court service and
probation supervision. In placing the court function
of probation under the administration of the courts,
any statewide staff required to provide specialized
direction should be responsible to the administration
board of the judicial conference.

V-A-7

Griffiths, L.; Palmer, D.S. "The integration of probation
and prison welfare services." Howard Journal of Penology
and Crime Prevention, 12(3):203-210, 1968.

The personal views and difficulties experienced by two
probation officers who attempted to integrate probation
service with aftercare are described. They did this by
working part of their time in the institution and the
rest outside as local aftercare officers. Also dis-
cussed are what they feel to be the correct priorities
for prison welfare work: proper initial assessment;
selection of suitable cases; and preparation for further
work on the outside. They concluded that for welfare
workers to be able to see to these tasks, prison
officers themselves will have to assume a more positive
role.

V-A-8

Lunden, Walter A. Is there any penalty in the death penalty?
Ames, Iowa, Art Press, 1969. 46 p.

The rapid rise of violent crimes in the United States has
caused serious concern among citizens. In not a few quarters
people have begun to question certain treatment policies

of prisoners in correctional institutions. Some have strongly suggested that capital punishment should be used more and restored in those states where it has already been abolished. Whether the rehabilitative methods used in the prisons of the nation and the decreased use of executions will continue may depend on the turn of events. Past situations have shown that when a people have been confronted with a serious crisis they have returned to more severe penalties and the wider use of the death penalty. Whether the present increase in crimes, especially assassinations, will cause people to demand heavier penalties depends on whether the country has reached what has been known as the "saturation point in criminality," an amount of crime serious enough to threaten the stability of the nation. If or when that point has been reached people may return to more retributive methods in dealing with offenders and the removal of rehabilitative treatment programs. The primary purpose of this short monograph is to present a limited amount of factual information relative to crimes of violence and the current judicial and correctional practices within the nation.

V-A-9

Menninger, Karl. "The crime of punishment." Saturday Review, September 7, 1968. pp. 21-25, 55.

The author concludes that the continuing problem of criminality indicates that society secretly wants, needs, and gains definite satisfaction from criminality. Violence and crime intrigues and excites us. The ex- perience of observing or even participating in it, gives us acute pleasure. Because violence no longer has legit- imate purposes as it did in primitive times, its control involves the symbolic, vicarious expression of violence. Our penal system illustrates an incorporation of violence vicariously. It is this psychological need which prevents the public from accepting a therapeutic approach to cor- rection rather than a punitive one. The great majority of offenders might never become prisoners if we wanted to rehabilitate them. Until a comprehensive, con- structive social attitude; therapeutic in some instances; restraining in others; but preventive in its total social impact replaces the philosophy of punishment, we cannot expect to begin to eliminate criminality.

Moreland, Roy. "Model Penal Code: sentencing, probation and parole." <u>Kentucky Law Journal</u>, 57(1):51-82, 1968.

Sentencing, probation, and parole are three aspects of treatment for persons convicted of crimes. They are, however, administered by different bodies - sentencing and probation by the judiciary, and parole by the executive. Current proposals for sentencing which present different approaches to the problem include that of the Model Penal Code, promulgated by the American Law Institute, and the Model Sentencing Act, prepared by the National Advisory Council of Judges for the National Council on Crime and Delinquency. The Model Penal Code is revolutionary in that it divides all felonies into three degrees with uniform sentences of maximum imprisonment depending upon the degree. Misdemeanors are likewise divided into three degrees. The emphasis is upon the grade of the offense, not its particular features. The Model Sentencing Act abandons the traditional method of attempting to fit the punishment to the crime and focuses upon the question of the amount of "dangerousness" in the offender. It is recommended that the approach be used as outlined by the Model Penal Code and the New York Revised Penal Law. The arguments in favor of probation rather than imprisonment include: probation is less expensive to the public; probation enables the offender to reform and adjust his li to community standards while living under normal conditions; and it prevents the shattering impact of imprisonment on personality and character. It is recommended that the Prediction Tables, as developed by Sheldon and Eleanor Glueck, be used to determine the chance that probation will or will not be successful. With regard to the Parole Board, it is hoped that the executive branch will be controlled in making appointments to the Parole Board itself, and to the administrative staff. The use of the pre-sentence report, supplemented by additional data having to do with the prisoner's conduct and attitude in prison, in addition to the prison psychiatrist's analysis and recommendations of other prison personnel should materially aid the Parole Board.

Muntz, Harold R. "The practical police role and probation performance." <u>California Youth Authority Quarterly</u>, 20(4): 25-30, 1967.

> In order that collaboration between police and probation departments might be improved, the following suggestions are recommended: maintaining maximum communication on all matters where operations in one department affect those in another, and preparing for changes through discussion before they occur; taking to conference specific problems that develop out of apparent disregard for consequences of policy decisions or practices; finding ways of presenting a united front in the fight against crime and delinquency; eliminating stultifying stereotypes which interfere with honest evaluations of factual situations; abandoning the idea that a delinquent young person's pattern of conduct cannot be corrected; and embarking together on a campaign to bring before citizen groups the vital information about delinquency that is best known to police and probation.

No author. "Probation in Philadelphia: judicial decision and constitutional norms." <u>University of Pennsylvania Law Review</u>, 117(2):323-355, 1968.

> Conviction of a criminal offense may or may not result in a term of imprisonment. For many defendants the question most critical to their personal liberty are those concerned with probation. However, since the decision to grant probation is solely within the discretion of the trial judge, an offender is without any right to probation and its denial is not subject to appellate review. A study was made of the attitudes and practices of Philadelphia trial judges with regard to making the pre-sentence report available to the defendant, procedures for challenging the pre-sentence report and other elements before the court, such as the nature of the crime and pressures from external sources, especially the press. Procedures to revoke probation appear to be based on a conception of due process which is very different from that required in court. In any analysis of the value of probation as a treatment measure for convicted offenders, the relative costs of probation

and incarceration and the goals served by probation
must be considered. The pre-sentence report should
be made available to the defendant as a mater of right.
More definite standards should be set for revocation
of probation.

V-A-13

National Council on Crime and Delinquency. "Advisory Council
on Parole: parole consideration while legal action is pending"
in Crime and Delinquency, 15(3):430-431, 1969.

All inmates who have filed writs and are eligible for a
parole hearing under the rules and regulations of the
parole authority should be granted a hearing, and the
decision on granting or denying parole should be in-
dependent of any writ or legal action that may be pending.
The parole authority should communicate its decision to
the inmate. If parole is denied, the reasons should be
stated so that the inmate will understand clearly that
filing a writ had no bearing on the denial.

Hoffman, Walter E. "A sentencing philosophy." Federal
Probation, 32(4):3-8, 1968.

>   This article discusses some of the guiding principles
>   which have been followed by the author in arriving at
>   a sentence of a defendent before the court, including:
>   the importance of the probation officer's assistance;
>   the problem of disparity; the dangerous offender;
>   treatment facilities at institutions; community-based
>   programs; length of sentence; the factor of deterrence;
>   suspending the execution of a sentence; and the use of
>   medical and psychiatric reports.

Meyer, Joel. "Reflections on some theories of punishment."
The Journal of Criminal Law, Criminology and Police Science,
59(4):595-599, 1968.

>   Society can protect itself from crime in three ways.
>   It can protect itself by permanently isolating the
>   offender. This will not make the individual a useful
>   member of society, but it will protect the group by
>   incapacitating him. Secondly, society can attempt to
>   return the criminal to the community with respect to
>   and appreciation of the conventional values. Thirdly,
>   society can deal with causations of crime and attempt
>   to prevent crimes from incurring. Retribution,
>   deterrence, rehabilitation will not accomplish these
>   goals in all cases. There is no one reason why a
>   person commits a crime, and no one type of punishment
>   fits all criminals. What is punishment for one person
>   may be of no effect to others. Some criminals are
>   sensitive to pain, others to humiliation, others to
>   confinement, and others may require guidance for the
>   results of the punishment to be successful.

Samuels, Alec. "A lawyer's view of the probation service." Probation, 14(3):74-79, 1968.

New approaches to the sentencing and treatment of offenders are making a considerable impact on the probation service. The British probation service, which is being drawn more and more into the penal system, is growing in influence and power. This growth is especially evident in the decision-making process relating to the type of non-custodial sentence to be imposed and in the length of the prison sentence to be served. The strengths and weaknesses of the following areas are discussed and suggestions for improvement are made: fines, probation, suspended sentences, social inquiry reports, choice of non-custodial service, and parole.

Schrag, Clarence. "The correctional system: problems and prospects." Annals of the American Academy of Political and Social Science, 381(no number):11-20, 1969.

The prison is viewed as an element in the system of justice that operates under constraints imposed by the broader society. Many of the contradictions observed in the prison's goals and in its achievement strategies have their counterpart in community disorganization. Accordingly, any major improvement in the prison's efficiency will probably require a fundamental overhaul of both the system of justice and the community's normative structure. Such overhaul encounters strong resistance from the community and the agencies of justice. Most current efforts at prison reform are therefore regarded as stopgap measures.

Stanton, John M. "Murderers on parole." Crime and Delinquency, 15(1):149-155, 1969.

When the paroling of murderers is discussed, everyone in correction has heard many times the protest that "We can't have murderers loose in the streets." This attitude puzzles those with experience in dealing with different types of offenders, for there is evidence that, compared with other groups, murderers are actually the best parole risks. The objective of this study was to make a survey of paroled murderers in New York State to determine certain background data and to compare the violation rates and new conviction rates of paroled murderers with those of paroled nonmurderers. Background data were assembled on 576 paroled murderers, and their parole experiences were compared with those of large groups of nonmurderers. The paroled murderers' rates of violations and new convictions on parole were lower, at a very significant statistical level, than those of paroled nonmurderers.

Wilkinson, G.S. "Award of compensation on probation or conditional discharge." Criminal Law Review, No. 1:16-19, 1969.

After examining the appropriate British statutory provisions and High Court decisions relevant to awarding compensation on probation, it is concluded that a magistrates' court can, on making an order for probation or absolute or conditional discharge, for an indictable offense as defined in Section 125 of the Magistrates' Courts Act 1952, award a maximum compensation for loss of, or damage to, property caused by that offense. Such power does not extend to loss or damage due to an accident arising out of the presence of a motor vehicle on a road, but it is submitted that the court can, in an "accident" case, still award compensation not exceeding a lesser amount under Section 11 (2) of the 1948 Act.

Hall, Mary Harrington. "A conversation with Karl Menninger, or the psychology of vengeance" in _Psychology Today_, 2(9): 56-63, 1969.

> This interview with Karl Menninger includes discussion of the establishment of the Menninger Foundation; the issues raised in Menninger's book, _The crime of punishment_; the arguments against capital punishment; problems of law enforcement, crime prevention, and police relations with the public; the inadequacy of prison treatment and the inhuman conditions in jails; the ineffectiveness of punishment as a deterrent to many crimes; and the development of psychiatry and psychotherapy in this country. It is suggested that many persons who are now imprisoned should be treated in the community and that the retributive emphasis in correction prevents us from understanding and effectively reducing crime.

SECTION VI

MANAGEMENT, ADMINISTRATION,

AND FORMAL ORGANIZATION

Athos, A. and Coffey, R.   A Multi-dimensional View: Behavior
in Organizations. Englewood Cliffs, N.J., Prentice-Hall,
1968.   549 p.

    The authors make an unusual request of their readers:
    they ask them to be willing to try new ways of observing
    behavior in organizations. The first exercise the reader
    takes toward developing new skills of observation is to
    inspect a series of photographs of two neighborhoods,
    one lower middle-class, mixed urban and industrial, and
    the other upper middle-class and suburban. The series
    of photos then shows two bank branches, two sets of
    bank officers sitting at their desks, and several work
    scenes; the point is to identify the environmental and
    organizational details in the photographs that allow one
    to identify the scene as branch one or branch two. The
    authors argue that understanding behavior in organizations
    requires practice in observation skills, increase in
    knowledge, and a great deal of intuition. They isolate
    five "dimensions" to any effective approach to such knowl-
    edge: social, psychological, ideals, purpose, and learn-
    ing; they consider each dimension separately. This approach is
    achieved by turning to the organization perceived in-
    tuitively as a whole, to small groups, to uniformities
    and pressures in an emergent system, and to individual
    frames of reference and interpersonal behavior. The
    essays are backed up with a few readings and several cases.

Bassett, G. A. and Meyer, H.H.   "Performance appraisal based
on self-review." Personnel Psychology, Vol. 21, No. 4, Winter
1968.   p. 421-430.

    This study contrasted the effects of the traditional
    manager-prepared performance appraisal with those of
    the less frequently used self-review or subordinate-
    prepared performance appraisal. Self-review was pre-
    ferred to the traditional approach by a majority of
    managers and resulted in less defensive behavior on the
    part of subordinates. Subsequent on-the-job performance
    was significantly less likely to be rated by managers
    as falling short of expectations when the self-review
    was used. Low-rated employees were especially likely
    to show improvement in performance after a self-review
    discussion. However, employees who either had ex-
    perienced no previous manager-prepared appraisal or had

scored low on need-for-independence items in an atti-
tude questionnaire expressed greater satisfaction with
the manager-prepared method of appraisal. Where there
has been frequent contact between manager and subordinate
and the relationship has been informal, the return to
formality represented by an appraisal discussion based
on a manager-prepared form appears to create unfavorable
attitudes on the part of the subordinate. Where the
relationship has been formal, on the other hand, the
manager-prepared approach to appraisal appears to be
seen as appropriate.

VI-A-16

Bernthal, W. "New challenges demand that we change roles."
The Personnel Administrator, Vol. 13, No. 6, Nov.-Dec. 1968.
p. 33-38.

The traditional maintenance function of personnel usually
takes the existing organization structure, management
climate, and top management policies as given, and
attempts to perform a multitude of housekeeping functions
within this given system. These maintenance functions
are receiving more sophisticated attention, but in an
age of complex technology, the role of the personnel
manager in planning, developing and maintaining a work
force is becoming more critical. He must assess the
effect that environmental changes (the technological
explosion, changes in human resources, and the social
revolution) will have on appropriate programs for develop-
ing a productive workforce. He must, in other words,
become management's internal consultant on organizational
health. The barriers to this new role are a formidable
management climate, the personnel man's own limited,
tradition-bound vision of his function, or his incom-
petence; the factors favoring an expanded function are
the rapid shift away from notions about motivation by
command, obedience, and imposed "carrot and stick" sys-
tems of reward and punishment. To the extent that ob-
jective organizational analysis threatens managers, the
personnel man may have to assume the role of educator
for management.

Blake, R. R. and Mouton, J. S. Corporate Excellence Through
Grid Organization Development. Houston, Texas, Gulf Publishing
Co., 1968. 374 p.

> Beyond theory and principles, this is a working manual
> for managers based on the six phases of Grid Organization
> Development. The objective is to attain corporate ex-
> cellence, defined as the situation in which high concern
> for production is fused with high concern for people,
> based on the use of empirical data for problem solving
> and open, objective communication for understanding
> emotional components of conflict. The first three
> phases of Grid Organization Development provide for
> developing the individual in his relationship to others,
> developing the team in which he works, and resolving
> intergroup differences between work teams. This es-
> tablishes a foundation of learning for the solution of
> communication problems within the organization. The last
> three phases of development relate to planning. They
> provide an approach for formulating the ideal model of
> the organization consistent with principles of business
> logic. The book identifies and applies behavioral
> science knowledge of the dynamics of personal, inter-
> personal, and intergroup behavior. Understanding and
> use of critique as a tool for improving effectiveness
> is a key theme. Many examples of actual organizational
> changes and a number of case studies are also presented.

Borwick, I. "Team improvement laboratory." Personnel
Journal, Vol. 48, No. 1, Jan. 1969. p. 18-24.

> The Team Improvement Laboratory is primarily a develop-
> ment program, designed primarily for rank and file
> employees. It is based upon the Managerial Grid Program
> of Blake and Mouton and the principles of work simpli-
> fication, with approximately one third of the program
> devoted to learning concepts of management and managerial
> styles, and two-thirds to problem solving and managerial
> training. The program was initiated to increase pro-
> ductivity in the supermarket industry. A slump in sales,
> rising costs, and a sense of apathy among store employees
> triggered the development. One of the goals sought was
> to gain the commitment of the members of the organization

"to the standards of excellence in the service
rendered and the products sold," and to create a
work climate in which every employee operated as
a manager. The procedures used in organization
are related in the description of preliminary
reading requirements, selection of employees as
participants, forming objectives for the group,
developing three fold emphasis of the program,
and employing team participation and films. In
terms of the human objectives--changing attitudes,
educating employees, developing managerial skills,
and introducing control of change--the program had
been successful.

VI-A-19

Breed, Allen F.; Smith, Robert C.; Cocks, Jack; Orrock, Ray;
Thompson, James F.; Busher, Walter H.; Smith, Stewart C.
"Probation subsidy: the challenge and promise." Youth
Authority Quarterly, 21(4):2-41, 1968.

The entire issue of the Youth Authority Quarterly is
devoted to special programs in various counties which
were made possible by California's Probation Subsidy
program, begun in 1966. The program encourages pro-
bation departments (which enter the program voluntarily)
to reduce their rate of commitments to state correctional
institutions. Savings made at the state level become
the source of funds to pay counties for services rendered
at the local level. Payment by the state is sufficient
to permit the supervision of five times the number of
probationers who would be committed to state institutions.
The state subsidy program is based on the premise that
probation is at least as effective as institutionalization
and that the rate of probation grants could be increased
without substantially increasing the rate of violation
among probationers. Conclusions thus far strongly indi-
cate that the probation subsidy is meeting its original
objectives to improve probation practices and offer
greater protection to the local citizen. Thus far, it
represents substantial savings to the state.

Bruyn, P. "Authority without results cancels itself."
Training and Development Journal, Vol. 22, No. 11, Nov. 1968.
p. 46-52.

The author presents an operational concept of managerial
authority to be used by managers and trainers. Managerial
authority is the exercise of influence to induce forces
in employees so that the organization will accomplish
its mission. Major bases of influence include: reward
power, coercive (punishing) power, legitimate power
(the "right" to influence), expert power in a certain
field, and referent power (identification with or loyalty
to the power figure). Referent power is most effective,
involving identification with organizational goals and
the internalization of controls; motivation is the key
word. Knowledge of the dynamics of interpersonal
attraction would help managers to understand the identi-
fication process and to capitalize on their referent
power. The manager can exercise expert power as a co-
ordinator and stimulator of others. Rewards can be used
to increase the manager's referent power. Coercion and
legitimacy, used sparingly, may encourage behavior which
should occur voluntarily in the future. The manager has
authority only in that employees perceive him as having
these bases of power. The more agents able to influence
an employee toward a given end, the more effective the
influence effort will be. The authority of a weak
manager may well be supplemented by the influence of co-
workers, for example.

Burby, R. J. Managing With People. Reading, Mass., Addison-
Wesley Publ. Co., 1968. 167 p.

Supervisory personnel are the intended audience for this
programmed text on the principles of worker motivation
and its relation to job productivity. The book is a
more detailed follow-up to the author's first book, An
Introduction to Basic Supervision of People. The text
is written in conversational style and liberally illus-
trated with pen and ink sketches. An example from the
section entitled "eliminating barriers to productive
work" illustrates the tone and level of the book: "You
might say that this is where the story really begins.
When you realize that all people have needs to satisfy

and that they are driven by goal-seeking motives, you
can improve the environment in which they work. There's
no denying that it would be nice if all employees were
hard-working, productive, and contented. That simply
is not the case, of course, but why make matters worse
by ignoring needs that aren't being met and goals that
aren't being reached; that just leads to frustration for
everybody." The book offers a pre-test and a post-test
to allow the user to measure just how much he has learned
as a result of his labors.

VI-A-22

Cohn, Alvin W. "Managing change in correction." Crime and
Delinquency, 15(2):219-226, 1969.

The correctional manager is a change agent and a focal
point in a complex field of forces. He is in a strategic
position for managing change - change within himself, his
organization, and the community. To be constructive and
effective, however, he must first make the goals of his
organization explicit and create a climate in which his
staff is able to implement those goals. A commonly
neglected resource in the planning, implementation, and
evaluation of correctional programs is the client - the
probationer, the parolee, the inmate - who is also in
an important position to bring to the change process in-
valuable information and ideas that might otherwise re-
main unknown. The correctional manager should be con-
cerned with the motivations for change, the responsi-
bilities for change, and the conditions for change.
He must take into consideration all factors and persons
affected by change if he is truly to remain in control
of his organization.

Czajkoski, Eugene H. "Functional specialization in probation and parole." Crime and Delinquency, 15(2):238-246, 1969.

> While the goals and functions of probation and parole
> organizations are expanding, there is often a trend
> toward narrowing the functions of the individual at
> the line-operation level. This leads to unbalanced
> mission orientation between the executive level and
> the line level. The functional specialization of the
> tasks of the probation and parole officer have received
> little attention from the viewpoint of administrative
> theory. Some probation and parole organizations have
> created specialists for the two key functions of in-
> vestigation and supervision. This kind of speciali-
> zation is usually carried out for the sake of "effi-
> ciency" or for the sake of insuring that the super-
> vision function will not be neglected. From the as-
> pect of mission fulfillment, the efficiency brought
> about by such specialization is illusory. The
> functions of supervision and investigation have organic
> unity within the concept of treatment. Splitting the
> functions of the probation and parole officer along the
> lines of investigation and supervision leads to a dis-
> integration of his professional role and creates prob-
> lems of morale, efficiency, and organizational aim.

Dalton, G.; Barnes, L.; and Zalegnik, A. The Distribution of Authority in Formal Organizations. Boston, Mass., Harvard University Graduate School of Business Administration, 1968. 229 p.

> Two issues have been of increasing importance to manage-
> ment: authority and change. Recent years have witnessed
> unprecedented challenges to existing authority in organi-
> zations, accompanied by demands that the institutions
> themselves be changed. At the same time, organizational
> leaders have become increasingly concerned with the pro-
> cess of revitalizing their organizations to cope with
> the rapid social and technological developments in their
> environment. The changes they introduce almost inevitably
> alter the existing patterns of authority and power, and
> there is increasing evidence that responses to management's
> change efforts cannot be anticipated or even explained
> without examining their impact on the authority structure.

The book focuses on the experience of one organization
in which the top executive sought to alter the formal
organization. It analyzes his actions and the responses
of others in terms of their effect on the authority
structure. But it is also a study of organizational
change. The actions taken by the executive received
varying responses among individuals within different
groups in the organization. An analysis of these
actions and their effects illuminates some of the
critical factors in the introduction of change.

VI-A-25

Dawe, J. and Lord, W. J., Jr. Functional Business Commu-
nication. Englewood Cliffs, N.J., Prentice-Hall, 1968.
646 p.

The major problem areas in business communication are
the subject of this text book's many extensive dis-
cussions, examples, checklists and exercises. The
business-report writer or memo-writer finds advice
on the human relations aspects of writing, e.g., sizing
up the kind of situation a letter or memo is intended to
confront. The uncertain writer who needs help mostly
in simply getting started finds a whole section addressed
to his needs. The salesman (in the broad sense of the
word) and the job-seeker will appreciate detailed advice
that concerns persuasion through the effective written
word. Every manager could gain something from the
chapter on the art of refusal. A large part of the
book (about 300 pages) is reserved for thorough-going
analyses of planning, preparing, and writing decision-
making reports: preplanning the investigation or re-
search, gathering information for decisions, shaping the
decision (this includes sections on prediction systems,
value systems, assignment of probability levels, and
various decision-making techniques), some technical
aspects of preparing the report format (authorization
letters, illustrations, abstracts, etc.) and the methods
for convincingly presenting the findings. A very brief
chapter on style, grammar, and usage is appended.

Delbecq, A. L.   "The world within 'the span of control'."
Business Horizons, Vol. 11, No. 4, Aug. 1968. p. 47-56.

> The span-of-control controversy has centered on the issue
> of coordination and control, but size is also a mediating
> factor in communication, which in turn affects decision-
> making processes. In groups of more than 6 or 7 members,
> individuals become parts of subgroups with spokesmen.
> Leaders arise to simplify the flow of communications,
> facilitating the dominance of a single person. Positive
> emotional ties between members decrease. Interpersonal
> feedback decreases, and solutions to conflict are more
> political than analytical. Two-person groups tend to
> operate under the tension of a truce in some areas of
> concern; three-person groups solve conflicts by co-
> alition and isolation rather than by sensitive analysis.
> In situations calling for close communication, difficult
> problem solving, and close coordination, then, the span-
> of-control group of five persons seems most appropriate.
> In a group of five, there are no deadlocks; rarely is an
> individual isolated; members can shift roles and co-
> alitions comfortably; and even the most reticent member
> can be active. Regarding the resolution of conflict,
> the group of five or seven again seems preferable to
> the two-person meeting or the large meeting, in both
> of which the leader can too easily silence the oppo-
> sition without analyzing its argument.

DeMare, G. Communicating for Leadership: A Guide for
Executives. New York, N.Y., The Ronald Press Company,
1968. 283 p.

> This book attempts to show how communications in its
> varied forms can best be used to reach others - as
> individuals, as organized groups, as public, as masses.
> The viewpoint is that of the executive as he considers
> the many men and organizations he must reach. The appen-
> dixes supply information on communications, technology,
> a glossary of communications terms, instructions on
> leading group discussions, and a bibliography.

Eilon, Samuel. "Taxonomy of communication." <u>Adm. Sci.</u>
<u>Quarterly</u>, Sept., 1968. p. 266-288.

A method for coding messages in a communication network
is presented for the identification and analysis of
control mechanisms in an administrative system. Messages
can be categorized as routine reports, memoranda, in-
quiries, queries, proposals, and decisions. Definitions
of these categories are suggested and their role in
written and verbal communications are discussed. A
communication chart is suggested as a means of recording
coded messages in chronological order when a particular
task is traced, and a method is described of using the
proposed definitions for evaluating roles in an ad-
ministrative system.

Ewing, D. W. <u>The Managerial Mind</u>. New York, N.Y., The Free
Press, 1968. 210 p.

In writing this provocative book D. W. Ewing, senior
associate editor of the Harvard Business Review, says
his objective was to "identify for the manager and the
prospective manager certain values and attitudes that
distinguish the administrator from men in other callings,
vocations and professions. The emphasis will be on
things that set the administrator apart, that make his
approach different, that make his contribution signifi-
cant." The central feature that distinguishes the
managerial mind from others, according to Mr. Ewing,
is commitment to the organization. It is a commitment
that results in some dilemmas for the manager - much
of the book is concerned with the manager's efforts to
understand this and the many other dilemmas he is
faced with and how to cope with them.

Ewing, D. W. <u>The Practice of Planning</u>. New York, N.Y.,
Harper and Row, 1968. 149 p.

> The most significant gains from planning have little to
> do with efficiency, orderliness, or stability; what
> matters most of all is that planning encourages manage-
> ment to put emphasis on opportunities and initiative.
> It increases the ability of management to select skill-
> fully from among many possible goals at an opportune
> time and to channel the organization's efforts swiftly
> in the desired direction. To counter the many mis-
> conceptions about planning, the following are things
> that planning is not: public relations, budgeting,
> forecasting, attempts to avoid risk-taking or to im-
> prove operating efficiency, or the maintenance of a
> "planning department." There are two major approaches
> to planning: the outside-in method is a matter of
> analyzing the environment by asking "What are the
> most significant market opportunities or public needs
> to be met?" and then ascertaining the organization's
> strengths and weaknesses in relation to meeting such
> opportunities. Inside-out thinking looks first at the
> most important abilities, talents, and aptitudes of the
> organization, and then asks where the best opportunities
> lie for utilizing the organization's special strengths.
> The reader may weigh the advantages and disadvantages
> of each method, as well as learn to gauge the efficacy
> of a company's self-appraisal methods, its quantitative
> tools (decision trees or critical path method), and
> the leverage ability of its budgeting.

Farris, G. F. "The drunkard's search in behavioral science."
<u>Personnel Administration</u>, Vol. 32, No. 1, Jan.-Feb. 1969.
p. 10-18.

> The drunkard searched for his house key in the lamplight
> rather than in the dark where he dropped it; there is
> danger that social scientists might study management
> only where the light is. Some old myths must be dis-
> pelled: 1) the Hawthorne Studies did not in fact prove
> the validity of the human relations approach or any
> other approach; 2) rather than participation leading to
> satisfaction leading to productivity, participation

leading to achievement of organizational goals leads to
satisfaction; 3) indeed, there is no one correct managerial
strategy that will work for all men at all times; 4) cor-
relation does not necessarily indicate causality; leader-
ship does not necessarily cause performance; salary,
rather than causing performance, may simply be in appre-
ciation thereof. Behavioral scientists are going in
some new directions in applying their knowledge to
management. They are doing experimental studies rather
than correlational ones, to determine which factor
causes which. They are joining with people from other
disciplines relevant to management to form study groups.
They are doing more international studies and studies
of higher levels of management. In keeping with open
systems theory, they are concerned with the department
of organization - the larger context - as well as the
individual or group.

VI-A-32

Ghiselli, E. E. "Some motivational factors in the success
of managers." Personnel Psychology, Vol.21, No. 4, Winter
1968. p. 431-440.

A total of 287 managers completed a forced-choice
adjective list developed by the author to measure
four motivational factors; scores were correlated
with measures of job success and were compared
with norms for the general working population.
Managers show less desire for job security than does
the general population; those managers for whom such
a need is important perform less well. Managers
apparently have less desire for high financial re-
ward than the average worker, and those with the least
desire tend to be most successful. This may be partly
because managers already enjoy assured substantial in-
come. Managers have no more desire for power over
others than do ordinary employed persons; furthermore,
the desire to sway and control others is neither an
asset nor a liability for a manager, having no bearing
upon how others perceive his performance in his organi-
zation. Most important is the desire for self-actuali-
zation; managers want to utilize their talents in cre-
ative ways more than do workers in general, and those
with the strongest wish to do so tend to be regarded
as the better managers in their organizations. It
seems from this that the organizational "establishment"
in fact does recognize and value managers who seek
individual expression in their work.

Gilbert, O. A Manager's Guide to Work Study. New York, N.Y., J. Wiley and Sons, 1968. 147 p.

> Work study, in the traditional view, is identified with "time and motion study." One of the purposes of this book is to show the interrelation of the 2 main aspects of work study, work measurement and method study, and to place them within the framework of the overall management problem. Method study is concerned with how work is done and how it can be done better. The major preoccupation is the elimination of waste--wasted skill, wasted time, wasted capacity, wasted material, wasted movement. The manner of attack is by challenging accepted ways of doing things. Its results often look remarkably like commonsense, but then hindsight always has had well-nigh perfect vision. The subject of work measurement is time: the duration of work and its frequency. It is mainly concerned with establishing a reasonable time for a given item of work performed in a specified way. Without knowledge of how long a task can reasonably be expected to take and how often it is likely to occur, it is impossible to man a job realistically or to plan its execution in relation to other jobs. The book shows the kinds of situations in which modern work study has a part to play, how it sets about making its contribution, the underlying strengths and weaknesses of its approach, and the sorts of demands it makes on people; in short, where and how it fits into the technical and human sides of an enterprise.

Hainer, R. M.; Kingsbury, S.; Gleicher, D. B. (eds.), Uncertainty in Research, Management and New Product Development. New York, Reinhold, 1967. 234 p.

> This book is a collection of seventeen articles dealing with some of the issues connected with the administration of research and development efforts in industrial and governmental settings. The editors have written over half the articles themselves. Most of these articles are based on the authors' own experiences as industrial consultants. In essence, the editors have attempted to

compile a volume which will help the practitioner under-
stand the complex uncertainties with which he deals day
in and day out in administering research and development
activity. They have attempted to describe and analyze
the complex problems encountered in working in this area
and have avoided laying out any prescriptions about how
to solve these problems, since, based on their experience,
they feel there are no simple answers. It is their hope
that these articles will be useful to the practitioner
in understanding his own problems. Compared with the
many other books intended for the practitioner which
offer pat solutions, this is a refreshing approach for
which the editors are to be given credit. The style of
all the pieces is informal, and they should be very read-
able for the practicing administrator, at whom they are
aimed.

VI-A-35

House, R. J. "Leadership training: some dysfunctional con-
sequences." Adm. Sc. Quart., March, 1968. p. 556-571.

Previous research about the results of leadership
training has revealed both desired and dysfunctional
consequences. The effects of leadership training are
shown to depend on social influences which both support
and hinder the transfer of training into managerial
performance. Three specific sources of social influences
are described (the formal authority system; the exercise
of formal authority by the superiors of the trainee;
the primary work group of the trainee) and three dimensions
of social influence are advanced (congruence, clarity,
and anxiety). Earlier studies are reviewed to illustrate
how the social influence variables account for the dys-
functions of leadership training. Interactions between
various types of leadership training and the social in-
fluences are hypothesized. Finally, a proposition is ad-
vanced to explain and permit prediction of the conse-
quences of leadership training in varying situations.

Kellog, M. S.   Putting Management Theories to Work.
Houston, Texas, Gulf Publishing Co., 1968.   276 p.

A useful how-to book for augmenting and developing
managerial skill and leadership style.   Relevant both
to managers employed by private business and to those
working in governmental and non-profit organizations,
the book focuses on the relationship between the pro-
fessional manager and the professional specialist and
presents methods for directing specialized work, as
well as techniques for organizing and staffing, decision-
making, motivating and dealing with obsolescence.
Part II takes five critical problems faced by almost
every manager and, through simulated dialogue and
editorial commentary, outlines approaches to solution.

Koprowski, E. J.   "Cybernetics and the death of God: new
dimensions for decision-making."   Management of Personnel
Quarterly, Vol. 7, No. 4, Winter 1968. p. 17-27.

In the next ten years, while leaders will be called upon
to solve problems that are either obscure or nonexistent
today, the mechanics of decision-making as we know it will
fade into the background.   Shifting into the spotlight
will be those things that come before and after decision-
making--the thoughtful identification of problems on
which to concentrate our energies, the generation of a
wide range of innovative solutions, and finally the
implementation of decisions once they are reached.   All
these phases must be influenced by our visions and our
values, especially with problem identification and sub-
sequent goal setting.   Therefore the greatest skill
of the decision-maker in the "electronic age" will be
his ability to identify those problems that have relevance
to the changing needs of society; he must face up to three
questions: 1) what are the appropriate goals? 2) how do
we determine goal priorities? and 3) how should organi-
zational goals be linked with individual and societal
goals?   While it is difficult to get a clear-cut per-
spective on major cultural and value changes, three vital
revolutions are surveyed here with respect to these
questions: the human rights revolution, the value thrusts
of anti-authoritarianism, and the search for individualism.

Korman, A. K. "The prediction of managerial performance:
a review." Personnel Psychology, Vol. 21, No. 3, Autumn 1968.
p. 295-322.

> The author reviews studies of the efficiency of various
> methods of predicting managerial success. He also notes
> whether these studies contribute to the development of a
> theory of leadership behavior in industry. Only studies
> which made a prediction at one time and made criterion
> measures of success at a later time, and only studies of
> people who were clearly in management, are reviewed. Nineteen
> studies found that intelligence, typically measured by
> verbal ability tests, is a fair predictor of first-line
> supervisory performance but not of higher-level managerial
> performance. A score of studies of objective personality
> inventories and "leadership ability" tests generally did
> not find predictive validity, with the exception of the
> projective measure of managerial motivation developed by
> Miner. Personal history data--according to 15 studies--
> are fair predictors for first-line supervisors but less
> useful for higher levels. A final score of studies shows
> that "judgmental" prediction methods, as exemplified
> particularly by executive assessment procedures and peer
> ratings, are generally better predictors than procedures
> already mentioned. Little of the research proves helpful
> toward a theory of leadership behavior; the author suggests
> changes in the orientation of predictive research to im-
> prove the situation.

Lawrence, P. R. "How to deal with resistance to change."
Harvard Business Review, January-February 1969.

> What employees resist, the author says, is usually not
> technical change but the change in their human relation-
> ships that generally accompanies technical change. He
> maintains that the popular method of getting the people
> involved to "participate" in making the change will
> never work as long as it is treated as a device to get
> somebody else to do what you want him to. The author
> discusses how the participation method has been misused
> and shows how consideration for the subtleties in human
> relationships can spell the difference between failure
> and success in implementing change.

The Leatherbee Lectures. <u>Computers and Management.</u> Boston,
Massachusetts, Graduate School of Public Administration,
Harvard University, 1967.

> The modern computer is only one tool among many used
> by management for operating and decision-making purposes.
> Industry is devoting increasing effort to appraising
> their value for management purposes. The speakers in
> this series of lectures were responsible top managers
> in large, important organizations, speaking as individuals.
> The subjects of the lectures were: A General Management
> View of Computers; Computers in Operational Planning,
> Analysis, and Control; The Computer's Role in the "Dividend
> or Disaster" Equation; Computers in Business and Education;
> and Future Use of Computers in Large and Complex Organi-
> zations. There was a final common theme in the lectures.
> The impact that computers have already had on the manage-
> ment process was accepted and an acceleration of the
> scope of this impact was assumed to be inevitable. It was
> this testimony to the increasing impact of computers on
> management that underscored the speakers' concern with
> valid data and cost/benefit analysis.

Le Breton, P. P. (ed.). <u>Comparative Administrative Theory.</u>
Seatle, Wash., University of Washington Press, 1968. 383 p.

> Do organizations operating in various contexts have an
> essentially common set of theoretical administrative
> ideas? This question was asked and answered in several
> forms and by several disciplines at a recent conference
> for studying comparative administration; this book is a
> record of the proceedings. Speakers were asked to draw
> upon ongoing or recently completed research. The book
> represents, therefore, a collection of new thought in
> this area, with two concluding chapters of summary and
> attempted synthesis. One of many conclusions from the
> summary chapter: "The central thrust of administrative
> studies in years past was recognized as having been
> toward the most efficient institutional instruments.
> Subsumed, indeed, were assumptions of essential uniform-
> ities in administrative situations that would make
> possible the design of instruments of near universal
> applicability....Upon close analysis, substantial di-
> versity is revealed within any society that has broad
> characteristics of uniformity. This diversity raises

questions about the extent to which uniform consequences
can be attributed to the use of any single style of
organization or administration...This condition suggests
that the specter of a stifling uniformity is not as
threatening as often it seems to be."

VI-A-42

Lesher, D. D. "Systems and the supervisor." Supervisory
Management, Vol. 13, No. 10, October 1968. p. 2-8.

The supervisor's basic responsibility is to get a job
done, and the systems department's is to help him get
it done by devising the best possible methods. To
make it clear what he wants the system to do and so
the systems people can explain what the capabilities
and limitations of systems are, the supervisor should
try to acquire a working knowledge of systems techniques.
Information systems have three components: the computer,
the programming system, and the set of application pro-
grams that convert the information needs of management
into machine-readable instructions. Analysts cannot
design a specific system without a thorough knowledge
of the business and its needs as seen by the supervisor.
Most refinements made in business systems have been
initiated by supervisors' periodic examinations of the
system. The supervisor is also the one person who can
effectively police the input to the system. Future
systems will be able to carry most of the key infor-
mation needed by management in banks of information.
It will thus be possible to build a system that would
report only on the exceptions to normal status that
make action necessary, while making any or all infor-
mation available if needed. Training programs to ex-
plain the exact operation of the system to all people
using it, are essential.

Levinson, H. The Exceptional Executive. Cambridge, Mass.,
Harvard University Press, 1968.

> Executives inundated with masses of diffuse psychological
> theories and advice on how to run their businesses will
> welcome this coherent and straightforward book, which
> integrates a large body of data, and presents new con-
> cepts of leadership and the social meaning of the busi-
> ness organization. The author challenges the commonly
> held assumption that self-fulfillment is the dominant
> motive of individuals, and shows that efforts to moti-
> vate people on this basis will be only partially
> successful, or may even fail completely.

Loughery, Donald L. "Innovations in probation management.
Catching up with a changing world." Crime and Delinquency,
15(2):247-258, 1969.

> Because of rising public expectations and dwindling tax
> support, correction must provide better results at a
> lower price. For probation this means a re-examination
> of fundamental purposes, a reappraisal of the field
> officer's role, and an expanded use of such supplemental
> resources as auxiliary staff, group work, and specialized
> caseloads. To use such supplements properly the field
> needs a consistent body of theory regarding criminal
> behavior - a case classification system which includes
> a complete offender typology and a treatment strategy
> for each offender type. Within this framework, modern
> management theory and operational research are essential
> to maintain control and evaluate methods. All of the
> foregoing is now available; it merely needs to be
> assembled and combined into a complete administrative
> system. Probation officers will then be freed from sub-
> professional and nonprofessional duties and enabled to
> become real treatment specialists or correctional ad-
> ministrators - to do the work they expected to do when
> they entered the field. Probation officers may thus
> concentrate on probationers rather than on administrative
> process, to the advantage of all.

McGregor, D. The Professional Manager. Edited by W.G. Bennis and C. McGregor. New York, McGraw-Hill, 1967. 202 p.

> This is a good survey test. Summaries are given of the Hawthorne experiments, the Tavistock work on forms of social organization for work in British coal mines, the Non-Linear Systems, Inc. change program, the Union Carbide Team building program, and McGregor's own work called "A Case Study of Transactional Organizational Change", that deals with massive reorganization in a large public utility. There is a commentary on T-Group training and its relevance for the professional manager, as well as on the so-called Grid training methods of Blake and Morton. The main force of this book deals with a manager's values, and his assumptions about the managerial world.

McLennan, K. "The role of organizational experience in developing managerial manpower." Management of Personnel Quarterly, Vol. 8, No. 1, Spring 1969. p. 36-39.

> Programs for developing managerial manpower should recognize that some management positions benefit more from on-the-job experience than others. Trainers must measure in some way the greater or lesser importance of organizational experience (as compared to formal education or on-the-job training) as a significant method of development among specific groups of managers. Such an attempt was the purpose of this study. A sampling of the study conclusions: 1) organizational experience is less important for managers in manufacturing firms with less than 500 employees than for managers in larger firms; therefore programs for small-firm managers should place less emphasis on this experience and rotate men through development positions faster than managers in larger firms; 2) top-level managers attribute lower importance to organizational experience than other managers, perhaps because they are trained to make policy decisions and not trained in the details by which such decisions should be carried out; 3) organizational experience tends to be more important to line managers than to service-type managers, and professionally-oriented managers (e.g. accountants) say knowledge of the organization environment is of relatively less importance than specific professional knowledge.

Megginson, L. and Sanford, A. "A reevaluation of the human resource philosophy." Personnel Journal, Vol. 48, No. 1, Jan. 1969. p. 52-57.

When behavioral science research uncovers new knowledge that fails to support existing managerial theories, the theories must be modified or abandoned in favor of more realistic ones. This article attempts to reevaluate and clarify an emerging philosophy of management. Basically, there have been two divergent philosophies concerning the role of employees in business organizations. The first of these is the scientific management philosophy, and the second is the human relations philosophy. Recently, a new philosophy, made up of the better elements of both of the previous philosophies, was enunciated; at first glance, it seems similar to the human relations philosophy, but there are subtle but significant differences in the assumptions, in the emphasis placed on these assumptions, and in the cause and effect relationships drawn from the assumptions. Employee satisfaction results from an enhancement of the employee's perception of his own dignity; respecting his abilities and noticing his achievements are two of the more important ways to make that happen. Thus, employee productivity leads to employee satisfaction, rather than resulting from job satisfaction. This is the basic difference between the human resource philosophy and the human relations philosophy. The implications of this difference are discussed.

Mendleson, J. "Improving executive job descriptions." Management of Personnel Quarterly, Vol. 8, No. 1, Spring 1969. p. 26-35.

There is a system and method to supplying a company with an effective executive job description program; this paper presents specific, tested recommendations for making the descriptions more useful to the incumbent who writes his description, to colleagues of this incumbent, and to the new incumbent who reads his predecessor's description. The recommendations fall in the

following areas: 1) viewing the description as an
operational definition, 2) helping writers to avoid
the errors of definition such as ambiguities, ob-
scurity, and circularity, 3) checking the definition
out against standard management functions to avoid
omissions, 4) implementing an administrative system
which supports and emphasizes the description process,
and 5) analyzing the final product against checklists
(samples provided). The key to the useful preparation
of executive job descriptions is the atmosphere in the
organization. That atmosphere must consist of 1) strong
support from top management for the program, 2) trust on
the part of the man describing his own job that an honest
and complete description will not be "held against him,"
and 3) top management behavior which supports that trust.
From the beginning, the program must be aimed at clari-
fying functions and relationships, not at job evalu-
ation or salary administration.

VI-A-49

Meyer, Marshall W. "The two authority structures of bureau-
cratic organization." Adm. Sc. Quart., September, 1968. p. 211-245

This study attempts to link the formal structure of
bureaucratic organizations to decision-making processes,
and in particular to centralization or decentralization
of authority. Interview data were obtained from 254
city, county, and state departments of finance. These
data show that, controlling for an organization's size,
decision-making authority is more highly centralized
as the number of subunits in an organization increases;
but as the number of levels of supervision grows, there
is greater decentralization and at the same time pro-
liferation of rules that specify criteria to guide decisions.

Morgan, J. S.   Improving Your Creativity on the Job.
New York, American Management Association, 1968.   223 p.

It is possible to improve the climate for creativity
in six ways: 1) by learning to overcome insecurity
through fighting a lack of confidence, quelling fears
of criticism and failure, repressing feelings of
dependency on authoritarian figures; 2) by resisting
superficial security that comes through relying on
the familiar, over-valuing order, and conforming to
accepted ideas and methods; 3) by harnessing the un-
conscious mind through setting a goal, priming the
pump with regular conscious review, and choosing an
unhurried atmosphere for random thinking; 4) by putting
the conscious mind to work through writing out ideas
as soon as they occur, preferring to gather as many
ideas as possible rather than pushing a single idea to
quick conclusion, culling facts, and exercising
curiosity; 5) by overcoming work-oriented blocks to
creativity such as habit transfer, intolerance of am-
biguity, or overspecialization; 6) by overcoming ex-
ternal blocks to creativity like physical distraction
(noise, interruption) and limitations on your scope of
action.   There are four major areas in which to improve
creativity - in performing tasks, working with people,
coping with the organization, and achieving collective
creativity.   The most difficult area is selling the
creative idea.   The final section of this book warns of
some pitfalls and dangers in pursuing "creativity" and
summarizes the big payoffs.

Morgenstern, O.   "New uses for the new knowledge."   Think,
Vol. 34, No. 5, Sept.-Oct. 1968.   p. 22-26.

The article discusses the process by which knowledge,
especially of an abstract nature, is turned into oper-
ating rules, especially in large organizations.   The
gap between the existing knowledge that could be used
and that being used widens continually.   While new
artifacts-better mousetraps-are readily adopted, en-
tirely new devices, which offer effects hitherto un-
available, may have difficulty penetrating the es-
tablished order.   When a totally new abstract theory

arises, which offers improvement through different
behavior instead of different hardware, resistance is all
the greater. Failure to accept a new idea is not a
problem of capital and machines; what is needed is
more middlemen to explain the practical applications
of new theories and discoveries to the ultimate users.
The change must be expressed in doctrinal form-in rules
suitable and acceptable to personnel. Changes of rules
will favor some members of the organization over others,
upset hierarchies, demand relearning. Computers and
simulation processes may be able to show the value of
the new methods and the effort to implement them. But
the possibilities for change must be apparent to some-
one within the organization, and he must be powerful
enough to effect them.

VI-A-52

Porter, L. W., and Lawler, E. E. Managerial Attitudes and
Performance. Homewood, Ill., Irwin, 1968. 209 p.

This is an account of a study of the attitudes toward
pay of 635 managers in seven organizations, some in
private enterprise and some governmental. The practical
conclusions are worth a few words. The authors believe
that obtaining information on managers' reward desires,
and their perceptions about rewards being based upon
effort, constitute an essential first step in gaining
the maximum motivational effects from the incentives
the organization has at its disposal. Second, organi-
zations need to pay more attention than they have in
the past to determine whether the employee correctly
understands where his efforts should be applied. Third,
and most important, organizations must clearly communi-
cate what they are paying for in the way of performance.
This book can be recommended to salary administrators,
managerial compensation specialists, and personnel
technicians.

Roberts, T. S. "Management development: what is it all about?"
The Credit Union Executive, Vol. 7, No. 4, Winter 1968. p. 2-6.

A number of managers insist training is a fringe benefit.
Others say that it isn't but act like it is. These two
categories include a vast majority of managerial responses.
As a fringe benefit training flunks out. The purpose of a
fringe is to provide employees with extras which encourage
them to continue working for your firm, but are not ex-
pected to help business. When this approach is taken
toward training, trainees aren't really expected to apply
their learning. As a result, turnover is increased among
the more progressive employees, mediocrity is encouraged
among the remainder. The security seekers and incompetents
almost never leave. They like things as they are. Their
greatest relief is that the boss never really expects them
to change. Rather than being frustrated by training, they
like the "break in routine." The greatest return on your
training dollar can be attained when 1) it fulfills needs
that the trainee sees as relevant; 2) each trainee under-
stands his training goals; 3) each trainee presents a
formal, detailed report covering what he learned and how
he can put it to work; 4) each trainee applies his course-
work; 5) each trainee's manager is actively aware of his
new coaching responsibilities and has prepared himself
to fulfill them.

Sanfilippo, Rudy. Management development: key to increased
correctional effectiveness. Washington, 1969. 10 p.

Corrections, like all other human service fields, must
modify its traditional organizational structures and
administrative patterns so as to meet present-day
requirements. The demands of a technologically oriented
society make constant change necessary. Thus, the bureau-
cratic model, designed to standardize activity, is no
longer appropriate. Corrections has evolved as a
relatively isolated system which, to be effective, must
expand beyond its traditional borders to utilize a wide
range of social institutions and community resources.
The new emphasis is on integrating the offender into
community life, reflecting a shift from an earlier focus
on treating the individual offender to a broader concept
of anti-social behavior. Correctional administrators as
yet are little involved with the efforts of the social
and behavioral sciences to explain deviant behavior or
with organized efforts to improve public administration

techniques. If corrections is to be competitive in
employing professional staff, organizational ad-
ministrative practices will have to be updated through
management development programs.

VI-A-55

Schoonmaker, A. N. "Individualism in management."
California Management Review, Vol. 11, No. 2, Winter 1968.
p. 9-22.

> Most of us are employees and always will be. Some con-
> flict between the individual's needs and the demands of
> his organization is inevitable, yet individualism and
> independence are worthwhile goals in and of themselves;
> therefore, individuals should act for their own interests
> rather than for the "good of the organization." The
> best way for a manager to be independent is for him to
> take control of his own career. This goes against pro-
> fessed company ethics and finds little support or ad-
> vice in the current literature, which is focused on
> company needs; but a general program for individual
> career control can be sketched, all the same. 1) A man
> must accept the facts of inescapable conflict with the
> organization and of the organization's indifference to
> his career. 2) He must analyze his own goals, 3) his
> assets and liabilities, and 4) his opportunities (the
> author lists specific questions helpful in these
> analyses). 5) Since a manager's performance is diffi-
> cult to evaluate as such, he must learn the rules of
> company politics, to influence his superior's opinion
> of him. 6) In planning his career, he must start with
> long-range goals and work back to the choice of an
> immediate next step. 7) He must periodically analyze
> his progress and modify his goals accordingly.

VI-A-56

Scott, W. G. "Organization government: the prospects for a
truly participative system." Public Administration Review,
Vol. 29, No. 1, Jan.-Feb. 1969. p. 43-53.

> Scientific management and human relations both treated
> governance as a matter of the managerial elite eliminating
> discontent among the governed. Industrial humanism,

emphasizing participation, applies the behavioral
sciences to achieve a major redistribution of power
to suit the ideals of democratic liberalism. Manage-
ment science promotes a technical elite which can pro-
vide the maximum in material comfort to the rest of the
organization. Pluralism is a creed involving the counter-
balance of interests among major groups within an organi-
zation. Of all these creeds, management science will
dominate. Industrial humanism simply allows the rational
elite to cope with non-rational behavior and resolve their
internal conflicts toward a more purely rational end.
Pluralism results in a coalescence of interests toward
the one best way, again the aim and excellence of manage-
ment scientists-those with the power to impress their
views on the other interest groups. Organizational re-
structuring could help achieve the goals of humanism and
pluralism, however: 1) let management retain executive
power while legislative and judicial powers are allocated
to participatory subgovernmental systems; 2) a judicial
system independent of management control would guarantee
ready access to due process. However, we are probably
too impressed with the benefits of rationality to want
to make such changes.

VI-A-57

Sethi, N. K. "A new executive responsibility: managing
behavior change." Management of Personnel Quarterly, Vol. 7,
No. 4, Winter 1968. p. 2-5.

Two significant functions of executive responsibility
are 1) managing behavioral changes in the actions of
subordinates, and 2) initiating change in behavior.
Executives can meet these responsibilities by being
alert to the kind of behavioral conditioning employees
receive. Three things will make the job much easier.
First, the greatest work-motivation for any employee
is the degree of self-interest which he can satisfy on
his job; the executive must bring to awareness this
employee's latent objectives (monetary gain, status,
etc.) since the employee may be afraid of vocalizing
them. Second, the reaction of a worker's immediate
work-group to his work has greater behavioral impact
than sanctions or rewards from those he doesn't know
personally. Executives must see to it that rewards and

punishments come through communications from one's
equals and direct supervisors. Third, to be effective,
this kind of communication must be predictable and
immediate. There are, also, four tools for enhancing
the reinforcement, retention, and revitalization of
employee skills: concept formation, sensitivity training,
group dynamics, and value engineering. The author dis-
cusses each and concludes with commentary on the problem
of determining what a behavioral "norm" should be.

VI-A-58

Sheriff, D. R. Administrative Behavior: A Quantitative Case
Study of Six Organizations. CLM Monograph Series, No. 12,
Jan. 1969. 37 p.

This is a study of how administrators actually spend
their time and how differently it is spent at different
administrative levels. In six organizations, a total of
199 executives, managers, and supervisors indicated the
percentage of their monthly time spent in 1) contact
with people, 2) individual effort, and 3) major re-
sponsibilities. They spent 50-60 percent of their day
working with people, in a verbal environment; higher
levels spent more time with people than lower levels.
Considerable time was spent working with subordinates
and peers. In individual effort, executives spent
twice the time of lower level administrators in read-
ing and answering mail and examing reports. Supervisors
spent more time in technical operations such as com-
puting, preparing charts, and using equipment. Major
responsibilities, for executives, included planning,
coordinating, interpreting and evaluating, and public
relations. Managers spent the most time on inspecting
and investigating and preparing of procedures and
schedules. Supervisors were most involved with super-
vising, personnel activities, and professional oper-
ations and technical consulting. In other words, execu-
tives were more concerned with verbal behavior relating
to human and conceptual areas, while supervisors were
more concerned with technical and action matters.

Winston, G. "Early warning system for business managers."
<u>Price Waterhouse Review</u>, Vol. 13, No. 4, Winter 1968. p. 20-29.

> Statistical discriminant analysis is a technique that
> can be used to anticipate the behavior of people or
> institutions and to warn of impending danger or coming
> advantages so that one can act appropriately. The
> technique is equally applicable to any area of business
> or administration in which effective allocation of re-
> sources is important and strongly affected by the
> proper classification of individuals into two opposite
> groups. It has been used to predict which savings
> and loan associations in California would run into
> financial difficulty. It can be used in personnel
> hiring to develop comparative profiles of successful
> and unsuccessful managers. A practicing group of
> managers can be classified as successful or not. Test
> scores and personnel assessments received by these men
> in college at graduation or at the beginning of their
> careers can be obtained and quantitatively related to
> their classification groups. Though no one score would
> consistently separate the two success groups, the set
> of scores can be weighted and related so that a com-
> posite score can be developed that will separate the
> two groups with a maximum specifiable degree of ac-
> curacy. The abilities and characteristics thus re-
> lated to outstanding performance would provide the
> basis for classifying individual management applicants.

Woodward, J. "Resistance to change." <u>Management International</u>
<u>Review</u>, Vol. 8, No. 4-5, 1968. p. 137-143.

> Regarding the introduction of organizational change,
> one must consider three main components: the individual;
> the external environment; and the internal influence of
> the organization's production technology and administration,
> which together set constraints on the individual. Work
> group norms and values combine elements of the internal
> and external environments. The individual's perception
> of the environment constitutes the total communication
> between himself and the organization; if something in
> the environment is undesirable for him, no amount of
> communication will overcome his resistance. Nor is re-
> sistance necessarily irrational, given possible conflict
> between organizational and individual needs. The work

contract includes the organizational constraints;
changes of any kind imply a revision of the contract,
which is thus re-opened to bargaining. Different levels
of labor skill and of employee involvement with the
organization lead to various characteristic reactions
to change. In general, personnel managers do not know
enough about workers' views of constraints to predict
the outcome of change. Much apparent resistance should
be considered as a bargaining strategy--for more wages,
for compensation for reduced status, for increased
power in the organization.

VI-A-61

Reeves, E. T. Management Development for the Line Manager.
New York, American Management Association, 1969. 240 p.

The central theme of this book is two-fold: 1) that
"the developmental process which any manager undergoes
is the product of his own activity," and 2) that
managerial development must be considered as a contin-
uous function. The process of managerial development
involves a complete acceptance of the idea of manage-
ment by results. Realistic goals and objectives should
be established by each manager in his area of re-
sponsibility. Because of growing technological change
more demands are placed on the manager to develop
"human skills" which enable him to grow and change.
This is particularly true of middle management in the
United States where "the long grey years...have become
the great American desert of the managerial scene."
The author discusses such problems as: the special
problems of middle management, the transition involved
in becoming a manager, and the basic problems of execu-
tive development. The basic and ideal attributes of a
manager consist of motivation, objectivity, intelli-
gence, integrity, sensitivity, communication, and
tough-mindedness. Self-development, which includes all
of these, "consists of continuing introspection, self-
analysis, and the prescription of remedial activities
that tend to overcome weaknesses and take advantage of
strengths." The author's main concern is to find a
solution to the problem of continuous development of the
manager in order for him to find satisfaction and fulfil
his potential.

Webb, J. E. Space Age Management: The Large-Scale Approach.
New York, McGraw-Hill Co., 1969. 173 p.

Our society has reached a point where its progress, and
even its survival, increasingly depend upon our ability
to organize the complex and to do the unusual. We can-
not do these things except through large aggregations of
resources and power. Yet, we cannot risk the use of
such resources and power haphazardly, arbitrarily, or
without important elements of social control. Our so-
ciety desperately needs a way--an organized, proven way--
to determine and judge the methods by which such ag-
gregations of power can be applied. The advance of
technology is proceeding at a pace that defies the capa-
bility of older concepts and methods to organize its
effective use or to keep its effects under control. No
nation that aspires to greatness, or to use its power
for good, can continue to rely on the methods of the past.
Throughout our history, questions have been raised whether
our American democratic system with its decision-by-vote
process can stand up to the great tests required for
survival and advance. Involved in these questions are
tests of our ability to bring effectively into use all
of our new, specialized fields of knowledge and to organ-
ize, administer, and reorganize the large-scale efforts
required by the demanding tasks essential for development.
Some thoughtful observers have called our system "govern-
ment by crisis." In the process of meeting recurrent
crisis, our nation has made many advances. But the multi-
disciplinary, large-scale effort cannot always be a re-
sponse to a crisis. Its use should be more deliberate,
more carefully planned, and more interrelated to a multi-
tude of important activities than crisis conditions permit.
As a people, we have time and again proved our ability to
put aside our concerns and to measure up to extraordinary
demands. But we have tended to look upon such efforts as
"one-shot" affairs to be completed as quickly as possible
and to be followed by a return to normalcy. This has en-
tailed great waste, a repetition of mistakes, and--of
even more consequence--a lack of well-developed procedures
to enable us, as a matter of course, to take effective
continuing action under conditions of rapid change. Using
the large-scale organized effort, we can, on an almost
fixed time schedule, meet new needs or effect desired im-
provements in our situation as a people and as a nation.

But this form of effort has its own requirements.
There is a great need for competent research to
investigate concrete experience in the management
of large scale endeavors and to examine the validity
of the management concepts we have inherited. We need
to study the role of the environment. The charts a-
gainst which business managers make their short- and
long-term plans can no longer be limited to production,
sales, earnings, profits, cash flow, and other such
things. They must be expanded to include school drop-
outs, crime rates, the prevalence of poverty, the num-
ber of university graduate students, effectiveness of
government policies, incidence of group violence, and
even indexes of the nation's willingness to act like a
great power on the international scene. Probably the
most neglected aspect of the relationship of the large-
scale endeavor to the environment is in the area of the
cumulative impact of its total effects on society. It
is to this area, perhaps more than to any other, that
we need to direct research attention. The larger the
efforts in science and technology, the larger their
changes will be, and the more rapidly they will occur.
The effect is to upset the dynamic balance, or equilib-
rium, of society. The bigger the effort in science and
technology, the less can large numbers of people count
on previously trusted bench marks. Nor can we forget
that, in our pluralistic society any major public under-
taking requires, for success, a working consensus among
diverse individuals, groups, and interests. A decision
to do a large, complex job cannot be simply reached "at
the top" and then carried through. The basic decisions
that initiate and set the pattern for a large-scale en-
deavor are made by voting--within the administration,
by members of Congress, and by the citizens on whom the
other two depend. The voting process is integral to
the operation itself. It constitutes an essential ele-
ment in the system by which the endeavor is carried
forward.

VI-A-63

Miller, I. "Business has a war to win" in Harvard Business
Review, Vol. 47, No. 2, 1969. p. 4-12

We have an internal crisis which is complex, pervasive
and ultimately mortal. In this crisis, business leaders
are making the mistake which most powerful but doomed
elites in history have made: identifying the welfare of
the society with the peculiar state of affairs which
works best for them. Unprecedented size and complexity

present us with problems which we have no useful ex-
perience in combatting. Yet we are technically able
to combat them, if we are willing to spend the money
and make the effort required. Current refusals to
finance proposed remedies make us seem resigned to a
chronic condition of social ills beyond remedy. But
an immediate specific national effort could be success-
ful: an explicit statement of national goals, an organ-
ized systems approach to get there, a means of measur-
ing progress against the timetable adopted, an initial mas-
sive effort for 3-5 years, followed by a sustained effort
to maintain the new rate. The government would act as
systems manager, defining problems and goals and co-
ordinating the national effort both directly and in-
directly. Business would be the heart of any such
effort. It must lobby aggressively and act voluntarily
to initiate massive remedies: plan well, act now, and
look toward the even greater needs of a fast-approaching
tomorrow.

VI-A-64

Schoonmaker, A. N. Anxiety and the Executive. New York,
American Management Association, 1969. 285 p.

Businessmen are supposed to be rational men who have
control over their emotions. They fulfil the stereo-
type of successful men with successful careers who have
a minimum of personal problems. The author explodes that
myth. Businessmen have their share of personal problems,
and sometimes their problems go unnamed. The most am-
biguous emotion, anxiety, sets in. The many pressures
on the executive (such as holding on to one's position,
the struggle to get ahead, and the desire to be an ab-
solute success) create fears, restlessness, and a general
feeling of powerlessness over what seems an intricate
maze to the anxiety ridden executive. Much of this
anxiety causes the executive to resort to all sorts of
rationalizations, defense mechanisms, and other escapes
from the problems he cannot really name. He may put on
many faces; he may become a loner, or a "tough guy," or
a "nice guy." Often the anxiety ridden executive is
driven to drink. All of these resorts have the tendency
to contribute more to his unspecified anxiety. The
author provides a solution to this problem with his con-
cept of "enlightened individualism." He states that "no

one else will solve your problem; you have to do it
yourself." This concept includes self-education, the
developing of satisfying personal relationships, and
learning how to enjoy life.

VI-A-65

Smith, R. D. "Information systems for more effective use
of executive resources" in Personnel Journal, Vol. 48, No. 6,
1969. p. 452-465.

Three key areas should be considered in the development
of a total information-decision system for human re-
sources management: skills inventories, performance
evaluation, and the use of management science models.
The executive manpower information system adopted by
the Federal Civil Service Commission is a good ex-
ample. The most realistic approach to developing an
inventory is to define the objectives of the system
and then collect only that information relevant to
those objectives. Data may be collected through
questionnaires that are free form or that provide a
vocabulary of pre-tested terms; a combination, allow-
ing for unusual responses when necessary, seems best.
A performance evaluation system is necessary for
effective human resources management. Research shows
that executives relate effort to reward, and that they
perform better when they realize that a systematic
attempt is made to evaluate their effort. In one case,
managers submitted critical incidents related to
effective performance, which were factor analyzed,
leading to the development of standard evaluation
methods acceptable to management. Personnel managers
are adopting limited forms of management science methods:
simulation is used in manpower planning, risk analysis
in promotion reviews, PERT in complex personnel projects,
and other statistical analyses in other situations.

Johnson, A. R. "Organization, perception, and control in
living systems" in Industrial Management Review, Vol. 10,
No. 2, 1969. p. 1-15.

Computer services must acquire more of the nature of a
shared dialogue. Information is ambiguous until we
participate--respond--and thereby perceive its meaning.
Current managerial methods of organizing data and apply-
ing inferences do not reflect this reality and are not
suited for use by available information systems.
Decision-making means freezing the structure and adopting
one single response to an overly ambiguous situation
that precludes extensive exploration and testing.
Normally, systems must explore incoming data. The most
meaningful information is the behavior of the system in
response to the data. Instead of reliance upon the in-
put as the source of environmental fact, there must be
confidence in the behavior of exploratory subsystems
which are adept at dealing with the environment. Central
management will assign roles to subsystems, which will
explore the situation and respond in ways that fulfill
their roles. Central management need only consider the
responsive behavior of the subsystems and the nature of
the goal structure (role assignments). Its crucial
function is to detect shifts in the environmental con-
text which would alter the meaning of usual organizational
actions. For this, it needs systems that allow it to
play on-line and in real time with relationships that
exist now--self-organizing models that update their
structures continually.

Mason, R. O. "A dialectical approach to strategic planning"
in Management Science, Vol. 15, No. 8, 1969. pp. B-403 -
B-414.

An organization's strategic planning is based on manage-
ment's assumptions about the world in which it operates:
their predictions of future trends; their value systems
and choice of goals; their choice of behavior patterns
(means). This point is demonstrated by showing the role
of assumptions in a simple inventory model. There is
need for a planning technique that tests assumptions,
exposing hidden assumptions and, ideally, suggesting
new and better ones. The traditional "expert approach"
to planning fails to test assumptions adequately; and

the Devil's Advocate approach, though testing as-
sumptions, tends to destroy the plan without offer-
ing alternatives. A dialectical approach to planning
can avert the shortcomings of these methods. The plan
is analyzed and its assumptions are noted; a counter-
plan is developed using other plausible assumptions;
a structured debate occurs in which the databank is
examined, item by item, and the planners and counter-
planners attempt to show how the data fit their re-
spective plans. Management is free to consider the
presentation and to develop a new strategy--a syn-
thesis--from it. Evidence from a field study/ex-
periment supports the proposition that new and broader
concepts of the planning problem result from this pro-
cess.

VI-A-68

Farris, G. F. "Organizational factors and individual
performance: a longitudinal study" in Journal of Applied
Psychology, Vol. 53, No. 2, 1969. p. 87-92.

Stability of relationships and time lags in measurement
were investigated using information collected at two
points in time about organizational factors and the
performance of 151 engineers. Four measures of per-
formance (patents; technical reports and talks; judg-
ments of the person's contribution to his professional
area; judgments of his usefulness to the organization)
were correlated with six organizational factors (in-
volvement in work, influence on work goals, colleague
contact, diversity of work activities, salary and
number of subordinates). On the basis of low but
statistically significant associations, it was found
that correlations between organizational factors and
performance were generally stable with a 6-year inter-
val between measurements. Surprisingly, relationships
were consistently stronger when performance was meas-
ured before the organizational factor. It was con-
cluded that this phenomenon should be carefully con-
sidered in research design, organizational theory and,
especially, in interpretations of "simultaneous"

associations between organizational factors and
performance. The most striking findings is that
performance is apparently followed by measurable
changes in the social-psychological working en-
vironment (each organizational factor included).

VI-A-69

Tannenbaum, R; Davis, S. A. "Values, man, and organizations"
in Industrial Management Review, Vol. 10, No. 2, 1969. p. 67-86.

Organizations are questioning and moving away from the
bureaucratic model, in part because man is asserting
his individuality and his centrality, in part because
of growing dissatisfaction with the personally con-
straining impact of bureaucracies. A new approach will
most likely be found through changing values, compatible
with relevant findings emerging in the behavioral sciences.
The authors provide examples of the changes of direction
they hope to see: toward a view of man as basically good;
toward confirming individuals as human beings; toward
seeing them as being in process; toward accepting and
utilizing individual differences; toward viewing an
individual as a whole person; toward making possible
both appropriate expression and effective use of feel-
ings; toward authentic behavior instead of maskmanship
and game-playing; toward use of status for organization-
ally relevant purposes only; toward trusting people;
toward making appropriate confrontations with others;
toward a willingness to risk; toward seeing process-
work as essential to effective task accomplishment; to-
ward a much greater emphasis on collaboration rather
than competition. Regarding organizational development
efforts, the authors hold that the most effective change
interventions, given the above values, are therapeutic
in nature.

Fenstermaker, R. "Managing technology: the challenge of the seventies" in <u>Management Review</u>, Vol. 58, No. 4, 1969. p. 34-45.

The gravest problem facing our society is one of developing an adequate ability to manage the technology at our disposal. The foreman-supervisor must cope with automation, systemization, and cybernation. He is less concerned with workers' production rates than with system and equipment performance; has more responsibility for motivating his personnel; acts as a buffer in the man-machine interface, interpreting the machine to the operator and ensuring that all personnel operate effectively in the system; and must interpret, apply, and initiate EDP processes. Middle managers develop, integrate, and improve systems, through a combination of broad thinking and detailed operational knowledge, along with well developed communication and cooperation; they will need a more general systems awareness, and their decisions will be more crucial to the organization and demand a more detailed understanding of the organization and of systems methods. The top executive must counter technological competition by planned support and appraisal of his company's R&D effort; must lead in the adoption of EDP and other changes; must be aware of the problems of the larger environment with which his company interacts; and must stress managerial development programs and wide-ranging recruitment efforts to obtain technologically oriented managers.

Ansoff, H. I.; Brandenburg, R. G. "The general manager of the future" in <u>California Management Review</u>, Vol. 11, No. 3, 1969. p. 61-72.

New trends are emerging in the workload, problems, decision process, and information environment of corporate general managers. They suggest that tomorrow's corporation increasingly will need concurrent skills of the leader, administrator, planner, and entrepreneur in general management positions. The firm of the future will also require improved organization structures enabling better two-way communication between managers and experts. Design of such structures poses a need for a new general manager skill, that of the system architect. In addition, statesmen general

managers will be needed to make decisions sensitive to
the broader cultural-social-political context in which
tomorrow's firm will operate. The authors suggest that
businessmen and management educators think of the
general manager's role in the firm of the future as
posing requirements for a multi-manager with simul-
taneous competence as a leader, administrator, entre-
preneur, statesman, planner, and system architect. The
authors believe that the framework which they develop
can be useful for defining and analyzing the needs of
society for general managers of complex enterprises--
be they government, industry, educational institutions,
or some yet unanticipated organizational form of the
future.

VI-A-72

Neuschel, R. P. "Presidential style: updated versions" in
Business Horizons, Vol. 12, No. 3, 1969. p. 17-24.

The leader's role has been altered by four revolutionary
forces: 1) the rapidly accelerating democratization of
society; 2) the information explosion that makes it im-
possible for one man to grasp all knowledge; 3) the
economics of scale leading to enormous size and great
diversification; 4) the worldwide expansion of business
opportunity. The corporate president's role today is
less to wield his own decision-making power than to un-
leash the decision-making power of all company executives.
A study of eleven presidents and their lieutenants show
that a chief executive's effectiveness is closely related
to the degree of force and understanding he brings to
bear on four critical areas: 1) his leadership image
(his ability to release creative enthusiasm in company
personnel); 2) the performance standards he sets and
his methods of evaluating them; 3) his decision-making
techniques; and 4) his use of authority and ability to
change its bases (expertness, force, moral authority,
or even fear). The author holds that two other qualities
are essential above all others: a capacity to perceive
meaningful change and spark his people to respond, and
skill in fostering participative management without
losing drive and spirit in his leadership style.

Freud, E. "Toward a quantitative approach to organizational morale" in <u>Public Personnel Review</u>, Vol. 30, 1969. p. 102-106.

Job satisfaction has two components: rewards for effort put into the job, and a sense of fulfillment of personal values by the job activity itself (extrinsic and intrinsic satisfaction, respectively). Sources of extrinsic satisfaction are: remuneration; perquisites (e.g., a company car); job security; status; prestige; recognition; and one's self-evaluation of merit. Sources of intrinsic satisfaction are: energy expenditure as such; self-expression; ego-expansion (development of a self-image); power; and a sense of belonging. Increases in extrinsic satisfactions increase morale only if the additional benefit is accepted as just by those who do not participate in its distribution. Individuals react differently to equal distributions of rewards to others, depending on the amount of intrinsic satisfaction the others each receive from their respective jobs; and the amount of intrinsic satisfaction derived and extrinsic satisfaction appropriate are directly proportional. If denied proportionate extrinsic satisfaction, one will either quit or suffer loss of intrinsic satisfaction. When all is in balance-- satisfaction equilibrium--a condition of high morale exists, per individual and (as an aggregate) for the whole organization. These variables can be quantified for more specific further study.

VI-B-120

Bauer, R. A. and Gergen, K. J. The Study of Policy
Formation. New York, N.Y., The Free Press, 1968. 392 p.

  Nine empirically oriented, previously unpublished
  papers present the theory, methodology and practice
  of policy making.

VI-B-121

Bradley, Harold B.; Smith, Glenn B.; Salstrom, William K.
Design For Change: A Program For Correctional Management.
Sacramento, Calif., Inst. for the Study of Crime and
Delinquency, 1968. 581 p.

  This study is divided into two parts. The first is a
  proposal that the California Youth Authority set up
  and test a community-based management model for a
  correctional program. The program is designed to
  control and resocialize selected youthful offenders
  to accommodate a variety of treatment modalities, to
  adapt readily to changes in goals and means, to evalu-
  ate activities and program effectiveness within a 5-8
  year test period, and to improve the cost-effectiveness
  ratio of correctional practice. Part Two describes the
  model for management of correctional processes. It is
  the rationale for the action proposal and includes
  discussion of the design directives underlying the
  specific recommendations made in Part One.

VI-B-122

Carrera, Joan. "Some thoughts on the probation supervisor's
job." Federal Probation, 32(3):28-31, 1968.

  The probation supervisor is no longer limited to
  traditional and supervisory responsibilities. Not
  only does he involve himself with individual case
  situations, but the probation supervisor must play
  an increasing role with cooperating agencies and with
  the community at large and have an active part in
  changing agency policy and procedure.

Fertakis, J. P. "Task force accounting for task force
management." <u>Management Services</u>, March-April 1969. p. 27-37.

> The task force has become a popular organizational
> device for accomplishment of specific missions. Con-
> venient though it is, however, task force organization
> creates a number of problems of authority and re-
> sponsibility relationships and of control. Performance
> measurement, in particular, requires some major changes
> in approach. Some possible techniques are outlined in
> this article.

Friedmann, John. "A conceptual model for the analysis of
planning behavior." <u>Adm. Science Quarterly</u>, September 1967.
p. 225-252.

> Planning is defined as the guidance of change within a
> social system. This article presents a conceptual
> model and derives hypotheses as a means for ordering
> the data of empirical research into planning processes.
> Four modes of planning are distinguished: developmental
> and adaptive, allocative and innovative.

Hall, Richard H. "Some organizational considerations in the
professional-organizational relationship." <u>Admin. Sci. Quarterly</u>,
December 1967. p. 461-478.

> The professional organization and the professional depart-
> ment within the larger organization are compared in terms
> of their organizational structures. This article will be
> valuable to administrators and workers in bureaucratic
> organizations who are concerned with the problem of
> professionalization.

VI-B-126

Lindberg, R. A. "The unfamiliar art of controlling."
Management Services, May-June 1969. p. 15-20.

The importance of control is an article of faith with
nearly every executive, and the function is commonly
viewed as symbolizing the essence of business. Yet,
familiar as it is, control is widely misunderstood;
understanding of it is obscured by a wide variety of
myths. This article seeks to dispel some of the more
common myths by reviewing a few fundamentals of control.

VI-B-127

Pondy, Louis R. "Organizational conflict: concepts and
models." Adm. Sc. Quarterly, September 1967. p. 296-320.

This article identifies three types of conflict among
the subunits of formal organizations: bargaining conflict,
bureaucratic conflict, and systems conflict. In each of
the 3 cases, conflict is treated as a series of episodes,
each episode including stages of latency, feeling, per-
ception, manifestation, and aftermath. The organization's
reaction to conflict in each case is analyzed using the
Barnard-Simon model of inducements-contributions balance
theory.

VI-B-128

Prince, G. M. "How to be a better meeting chairman."
Harvard Business Review, Jan.-Feb. 1969. p. 98-108.

In this article, the author argues that the traditional
style of chairmanship can inhibit or destroy the cre-
ativity of the small meeting by developing an atmos-
phere of tension in which the participants do not feel
free enough or relaxed enough to contribute as effectively
as they might. He suggests a new and dynamic approach
to the chair and describes the psychological techniques
that are essential to applying it. He also outlines the
ground rules for this new style of leadership.

Sayles, Leonard R., and Strauss, George. <u>Human Behavior in
Organizations</u>. Englewood Cliffs, N.J., Prentice-Hall, 1966.
500 p.

Critical issues such as "the meaning of words," "job
satisfaction," "motivation," and "leadership and inno-
vation" are discussed in this lengthy volume. The
third part of the book presents a full accounting of
managerial skills: communications, interviewing, con-
ference leadership, introducing change, and discipline.
The fourth section deals with the impact of the organi-
zation upon behavior.

Terwilliger, Carl; Adams, Stuart. "Probation department
management by objectives." <u>Crime and Delinquency</u>, 15(2):
227-237, 1969.

Management by objectives is a modern management model
which has not yet gained general acceptance in cor-
rectional agencies, probably because they lack manage-
ment sophistication and must contend with conflicting
societal definitions of correctional objectives. Yet,
increasing managerial competence, the more systematic
application of social science knowledge, and growing
public demands for efficiency in correctional activities
are making the use of this model imperative. The Los
Angeles County Probation Department has taken the first
steps in developing and implementing a management-by-
objectives system. Such efforts are time consuming
and difficult, but hold major promise for rational-
izing correctional activities and increasing cor-
rectional efficiency.

Thompson, James D. <u>Organizations in Action</u>. New York, McGraw-Hill Book Co., 1967. 192 p.

> This volume synthesizes and extends a significant con-
> ception of organizations, the conception of the complex,
> purposive organization. It is in two parts: the first
> develops a conceptual scheme or organizations and how
> they act; the second deals with the administrative
> process. It will be of considerable assistance to the
> administrator who seeks knowledge in the area of the
> administrative implications of organizations.

Bartoo, Chester H. "How measurable is success? Behavioral science in the computer age" in <u>Crime and Delinquency</u>, 15(4):519-524, 1969.

> The general public wants "sucess" or "failure" defined
> in black or white terms. The physical sciences offer
> universally clear-cut definitions, formulas, and
> criteria by which their "success" can be appraised; on
> the other hand, the behavioral sciences are equivocal
> and the public, bewildered, questions the truth of the
> claimed "successes." Correction, in particular, must
> embark on research that will formalize and measure the
> authenticity of its "successes."

VI-C-117

Fleishman, E. A. (ed.). Studies in Personnel and Industrial Psychology. Homewood, Illinois, Dorsey Press, 1967. 821 p.

VI-C-118

Hein, Leonard W. The Quantitative Approach to Managerial Decisions. Englewood Cliffs, N.J., Prentice-Hall, 1967. 386 p.

VI-C-119

Wickert, F. R., and McFarland, D. E. (eds.). Measuring Executive Effectiveness. New York, Appleton-Century-Crofts, 1967. 242 p.

S E C T I O N VII

M I S C E L L A N E O U S

Gigeroff, Alex K.; Mohr, J. W.; Turner, R. E. "Sex offenders on probation: homosexuality." <u>Federal Probation</u>, 33(1): 36-39, 1969.

> The growing knowledge of sexual behavior and sexual development indicates that homosexual acts or events in the life of male persons throughout society are more common than had been generally realized. A small percentage of the male population can be classified as exclusive homosexuals and although in sheer number they represent a large group, only a small fraction is ever likely to be formally charged in court. Those cases typically appearing before the courts can be classified as (1) adult homosexual acts in public places, (2) homosexual relations with youths, and (3) homosexual relations with children. It is important that probation officers, in dealing with those few cases that come before the courts, avoid the generalizations which abound in this area such as the hasty application of the label "homosexual" to a person or that homosexuals can or cannot be cured. In assessing cases for the court or in preparing oneself for supervision of such cases, it is advisable to direct one's attention and that of the offender to those specific elements in his behavior that gave rise to the charge. The offender should be directed to consider the particulars of his behavior and the internal and external factors related to them, rather than "homosexuality" at large. Preferable to making wholesale referrals to a psychiatric service, an officer can be selective by assessing the extent to which the offender sees his behavior as a problem, its duration, the motivation for change, the willingness to enter therapy, and the expectation he holds for treatment. Frequently a consultation by the probation officer with a psychiatric service on behalf of the offender may obviate the necessity for a referral.

Gigeroff, Alex K.; Mohr, J. W.; Turner, R. E. "Sex offenders on probation: heterosexual pedophiles." <u>Federal Probation</u>, 32(4):17-21, 1968.

> Cases in which prepubertal female children, mostly in the age range of 7 to 10, are involved in immature sexual acts with older boys or men, can be classified as

heterosexual pedophilia. The immature acts generally
involve looking, showing, touching, kissing, and
fondling and correspond to the level of maturity of
the child rather than the age of the offender. The
behavior involved can best be understood as the
continuation or the reappearance of early sexual ex-
ploration as a mode of sexual expression. Three main
groups of offenders can be identified: the adolescent,
characterized by a retarded psychosexual development;
the middle-aged, in which regression takes place due to
severe life stresses; and the senescent or old age
group, when loneliness and social isolation may foster
intimate contact with children and when erotic impulses
can reappear. Most occurrences of this type are strongly
situationally determined. The recidivist rate for first
offenders of this type is low, which indicates a good
probation risk. The case management procedures are
within the capabilities of probation officers who should
have available to them psychiatric services for con-
sultation in special cases. Probation is not indicated
for the chronic cases, in which there has been a fix-
ation over a long period of time. These cases require
more specialized treatment than probation officers can
provide.

VII-A-3

Bienen, Henry. Violence and Social Change: a Review of
Current Literature. Chicago, University of Chicago Press,
1968. 119 p.

In order to discuss the relationship between present
scholarly knowledge about violence and modernization,
a review of that knowledge is presented in this book.
Information on the following subjects is given: (1) ghetto
violence, but not racial violence per se; (2) internal
war, including guerilla warfare, counter-insurgency,
civil war, coups, and riots; (3) revolution; (4) works
dealing with the structure of violence, typologies of
violence, and the romance of violence; and (5) totali-
tarianism. Areas for further study toward the end of
defining social changes and analyzing the consequences
of violence are discussed in the conslusion. The material
incorporated in this book was originally presented to the
study group on violent politics and modernization at the
Adlai Stevenson Institute of International Affairs in
October, 1967.

U.S. National Clearinghouse for Mental Health Information. Volunteer Services in Mental Health: an Annotated Bibliography (1955 to 1969), prepared by Francine Sobey. Chevy Chase, Md., 1969. 96 p.

With the trend in recent years toward providing treatment and care for the mentally ill in the community, the volunteer worker's role in mental health services has become increasingly complex. A comprehensive view of the literature on the use of volunteers in mental health is presented here in the form of abstracts of materials which deal with the recruitment, training, and supervision of volunteers in a variety of settings; the rationale for the use of volunteers and problems associated with their use; volunteers in other countries; and indirect services of volunteers, including research, planning, and administration.

U.S. National Clearinghouse for Mental Health Information. Research in Individual Psychotherapy: a bibliography. Chevy Chase, Md., 1969. 167 p.

Over 2700 references on research pertaining to individual psychotherapy with adult patients as well as general references relevant to research in psychotherapy are contained in this bibliography. Major emphasis is placed on studies involving a research design and reporting quantitative results. Each citation is coded in terms of content categories.

Gigeroff, Alex K.; Mohr, J. W.; and Turner, R. E. "Sex offenders on probation: an overview" in Federal Probation, 33(3):22-26, 1969.

> This article briefly discusses the offenses of rape, statutory rape, indecent assault, and offenses in the family such as incest. Also examined are such offenses as arson, theft, trespassing, and indecent telephone calls which may have a sexual motivation but are not denoted as such. General principles applying to an assessment of the problem and consideration of treatment strategies are summarized. The focus of the article is on the actual working situation of the probation officer. As more sexual offenders are placed on probation, a greater familiarity with such cases will help to dispel the anxiety which makes it difficult to differentiate between harmless and dangerous cases.

McGlothlin, William H.; and West, Louis Jolyon. The marihuana problem: an overview. American Journal of Psychiatry, 125(3):126-134, 1968.

> A review of current knowledge concerning the use of marijuana, its physical and mental effects, and its relationship to crime and other drug usage points to the conclusion that a reappraisal of social and legal policies regarding the drug is needed. Present approaches to the problem are not only lacking in consistency but often operate in clearly opposite directions. One means of forcing some of the most glaring inconsistencies into perspective is to treat alcohol abuse and drug abuse as a single problem, an approach suggested by the World Health Organization (Techn. Rep. Ser. no. 363, 1967). A rational approach to reducing the harm caused to society by excessive drug use must include an examination of the massive advertising campaigns for alcohol and tobacco. We should examine the legal reasoning which concludes that being an addict is not a crime but possessing the drug a felony deserving a five or ten year sentence. The methods of controlling narcotics should be weighed against the expense of victims burglarized, the increased prostitution, and the large profits to

organized crime, all of which accompany illegal drug
traffic. The deterring effect of current laws should
be evaluated against the resulting alienation, dis-
respect for the law, and secondary deviance involving
a substantial portion of an entire population. U. S.
drug laws have always been an attempt to legislate
morality. Social policy will probably move in the
direction of allowing adults the privilege of informed
decision.

VII-A-8

Dawtry, Frank (editor). Social Problems of Drug Abuse.
London, Butterworths, 1968. 115 p.

The complexities of the problem of drug abuse within
the perspective of social work, including a definition
of the problem, a description of the addict's role in
British society, and methods of treatment as well as
background information on drugs are presented in this
book. Contents: Prologue; Drug abuse: the complexities
of assessment; The addict under supervision; The pro-
bation officer and the addict; Two social roles?;
Liaison probation work in treatment centres and drug
addiction units; Setting up a clinic; Drug addiction
and treatment in North America; Some conclusions; A
classification of drugs and their effects; Control of
dangerous drugs: a resume of the law; Social workers'
dictionary, some medical, trade and popular terms in
drug lore and literature; Drug bibliography. Appendices:
drug addicts known to the Home Office 1958-1967; Treat-
ment and rehabilitation facilities.

National Council on Crime and Delinquency. <u>Directory of</u>
<u>Probation, Parole, and Correctional Associations.</u> New York,
1968. 26 p.

> This directory lists all state, regional, and national
> correctional associations in the United States, and
> presents suggested model bylaws of a state correctional
> association, to stimulate further growth and to strengthen
> associations which already exists.

SECTION   VIII

JOURNALS   AVAILABLE   FOR   SUBSCRIPTION

Administrative Management
Published monthly
Address: Geyer-McAllister Publications, 51 Madison Avenue,
New York, New York 10010
Subscription: $6.00 a year.

Administrative Science Quarterly
Published quarterly
Address: Graduate School of Business and Public Administration,
Cornell University, Ithaca, New York 14850
Subscription: $11.00 a year.

Advanced Management Journal
Published quarterly
Address: Society for the Advancement of Management,
16 West 40th Street, New York, New York 10018
Subscription: $8.00 a year.

The American Federationist
Published monthly
Address: AFL-CIO Building, 815 Sixteenth Street, N.W.,
Washington, D.C. 20006
Subscription: $2.00 a year.

American Journal of Correction
Published bi-monthly
Address: American Correctional Association, 2642 University Ave.,
Saint Paul, Minnesota 55114
Subscription: $2.00 a year.

American Psychologist
Published monthly
Address: American Psychological Association, 1200 17th St., N.W.,
Washington, D.C. 20036
Subscription: $10.00 a year.

American Sociological Review
Published bi-monthly
Address: Executive Office, American Sociological Association,
1001 Connecticut Avenue, N.W., Washington, D.C. 20036
Subscription: $10.00 a year.

The Arbitration Journal
Published quarterly
Address: American Arbitration Association, 140 West 51st St.,
New York, New York 10020
Subscription: $5.00 a year.

Armed Forces Management
Published monthly
Address: American Aviation Publications, 1156 15th St., N.W.,
Washington, D.C. 20005
Subscription: $12.00 a year.

The Arthur Young Journal
Published quarterly
Address: Arthur Young and Co., 277 Park Avenue,
New York, New York 10017
Subscription: free.

Association Management
Published monthly
Address: 2011 Eye Street, N.W.,
Washington, D.C. 20006
Subscription: $10.00 a year.

Atlantic Economic Review
Published monthly
Address: School of Business Administration, Georgia State Colleg
33 Gilmer St., S.E., Atlanta, Georgia 30303
Subscription: free.

Behavioral Science
Published bi-monthly
Address: Behavioral Science Mental Health Research Institute,
The University of Michigan, Ann Arbor, Michigan 48104
Subscription: $10.00 a year.

British Journal of Criminology
Published quarterly
Address: Fred B. Rothman & Co., 57 Leuning St.,
South Hackensack, N.J.
Subscription: $11.00 per volume.

British Journal of Industrial Relations
Published tri-annually
Address: London School of Economics and Political Science,
Houghton Street, Aldwych, London W.C.2, England
Subscription: $6.50 a year.

Business and Government Review
Published bi-monthly
Address: School of Business and Public Administration,
Research Center, University of Missouri, Columbia, Missouri 65201
Subscription: free.

Business and Society
Published semi-annually
Address: Business Research Center, College of Business Administration,
Roosevelt University, 430 S. Michigan Ave., Chicago, Ill. 60605
Subscription: $3.00/2 years.

Business Horizons
Published bi-monthly
Address: Graduate School of Business, Indiana University,
Bloomington, Indiana 47401
Subscription: $8.00 a year.

Business Management
Published monthly
Address: 22 West Putnam Ave,
Greenwich, Conn. 06830
Subscription: $8.00 a year.

Business Perspectives
Published quarterly
Address: Southern Illinois University,
Carbondale, Illinois 62901

Business Studies
Address: School of Business Administration,
North Texas State University,
Denton, Texas

Business Today
Published 4 issues
Address: Princeton Business Review Publishing Co,
171 Broadmead Road, Princeton, N.J. 08540
Subscription: $6.00 a year.

Business Week
Published weekly
Address: McGraw-Hill Building, 330 W. 42nd Street,
New York, N.Y. 10036
Subscription: $10.00 a year.

California Management Review
Published quarterly
Address: Periodicals Department, University of California Press,
Berkeley, California 94720
Subscription: $6.50 a year.

Canadian Journal of Corrections
Published quarterly
Address: Canadian Corrections Association, 55 Parkdale Ave.
Ottawa 3, Ontario
Subscription: $4.00 a year.

Canadian Personnel & Industrial Relations Journal
Published quarterly
Address: William Dawson Subscription Service, Ltd.
6 Thorncliffe Park Drive, Toronto 354, Ontario, Canada
Subscription: $7.00 a year.

Careers Today
(ceased publication)
Del Mar,
California 92014

CAS Occasional Papers
Address: Sales Section
British Information Services
845 Third Avenue
New York, N.Y. 10022

Civil Service Journal
Published quarterly
Address: Superintendent of Documents, Government Printing Office
Washington, D.C. 20402
Subscription: $1.00 a year.

CLM Monograph Series
Address: Center for Labor and Management
College of Business Administration
University of Iowa
Iowa City, Iowa 52240

Columbia Journal of World Business
Published bimonthly
Address: Pergamon Press, 122 East 55th Street
New York, N.Y. 10022
Subscription: $10.00 a year.

Compensation Review
Published quarterly
Address: American Management Association, 135 West 50th St.,
New York, N.Y. 10020
Subscription: $12.00 a year for AMA members, $18.00 for non-members.

The Conference Board Record
Published monthly
Address: National Industrial Conference Board, Inc.,
845 Third Ave., New York, N.Y. 10022
Subscription: $30.00 a year.

Crime and Delinquency Abstracts
Published quarterly
Address: Crime and Delinquency Abstracts, National Clearing
House for Mental Health Information, National Institute of
Mental Health, 5454 Wisconsin Ave., Chevy Chase, Md. 20203
Subscription: free.

Crime and Delinquency
Published quarterly
Address: National Council on Crime and Delinquency, 44 E. 23 St.
New York, N.Y. 10010
Subscription: $4.50 a year; single copy $1.25 (included in
$5.00 membership, with 5 issues of NCCD NEWS).

Criminologica
Published quarterly
Address: American Society of Criminology, Dept. of Sociology,
Catholic Univ. of America, Washington, D.C. 20017
Subscription: with membership in society.

Economics and Business
Published quarterly
Address: 408 David Kinley Hall
Urbana, Illinois 61801
Subscription: $3.00

The Economist
Published weekly
Address: New Mercury House, 81 Farringdon St.
London E.C. 4, England
Subscription: $19.50 a year.

Employment Service Review
Published monthly
Address: Superintendent of Documents, Government Printing Office,
Washington, D.C. 20402
Subscription: $4.50 a year.

European Business
Published quarterly
Address: 43 rue de Tocqueville
Paris 17, France
Subscription: $12.00 a year.

Excerpta Criminologica
Published bi-monthly
Address: Excerpta Criminologica Foundation, 119-123 Herengracht
Amsterdam - C., The Netherlands
Subscription: $30.00 a year.

Explorations in Human Relations Training and Research
Published occasionally - (four to six issues annually).
Address: NTL Institute for Applied Behavioral Science,
1201 16th St., N.W., Washington, D.C. 20036

Federal Probation
Published Quarterly
Address: Administrative Office of the U.S. Courts,
Supreme Court Building, Washington, D.C. 20544
Subscription: free.

Generation
Published - 7 issues
Address: 120 North Green Street
Chicago, Ill. 60607
Subscription: $4.50 a year.

Harvard Business Review
Published bimonthly
Address: Reprint Service, Soldiers Field
Boston, Massachusetts 02163
Subscription: $12.00 a year.

Harvard Business School Bulletin
Published bimonthly
Address: Alumni Center, Soldiers Field
Boston, Massachusetts 02163
Subscription: $4.25 a year.

Hospital Administration
Published quarterly
Address: American College of Hospital Administrators
840 North Lake Shore Drive, Chicago, Ill. 60611
Subscription: $5.00 a year.

Hospital Management
Published monthly
Address: Clissold Publishing Co., 105 West Adams St.
Chicago, Ill. 60603
Subscription: $5.00 a year.

Human Organization
Published quarterly
Address: The Society for Applied Anthropology, Lafferty Hall,
University of Kentucky, Lexington, Kentucky 40506
Subscription: $8.00 a year.

Human Relations
Published quarterly
Address: Plenum Publishing Corp., 227 West 17th St.
New York, N.Y. 10011
Subscription: $12.00 a year.

Illinois Business Review
Published monthly
Address: Bureau of Economics and Business Research
University of Illinois, 408 David Kinley Hall, Urbana, Ill. 61801
Subscription: Gratis

Illinois Labor Bulletin
Published quarterly
Address: Room 1414, 160 N. LaSalle St.,
Chicago, Ill. 60601
Subscription: free to employees, schools, libraries.

Indian Journal of Industrial Relations
Published quarterly
Address: 5 Pusa Rd.
New Delhi-5, India
Subscription: $8.00 a year.

Indiana Business Review
Published bimonthly
Address: Bureau of Business Research, Graduate School of Business,
Indiana University
Bloomington, Indiana 47401

Industrial and Labor Relations Review
Published quarterly
Address: New York State School of Industrial and
Labor Relations at Cornell University
Ithaca, New York 14850
Subscription $6.00 a year.

Industrial Gerontology
Address: National Council on the Aging
315 Park Avenue South
New York, N.Y. 10010

Industrial Management
Published monthly
Address: 20 North Wacker Drive
Chicago, Ill. 60606
Subscription: $7.00 a year.

Industrial Management Review
Published tri-annually
Address: Room E52-550, Massachusetts Institute of Technology
Cambridge, Massachusetts 02139
Subscription: $4.75 a year.

Industrial Relations
Published tri-annually
Address: Institute of Industrial Relations
University of California, Berkeley, California 94720
Subscription: $4.50 a year.

Industrial Relations News
Published weekly
Address: 20 North Wacker Drive
Chicago, Illinois 60606
Subscription: $60.00 a year.

Industrial Relations Review
Published semi-annually
Address: Industrial Relations Association
Le Moyne College, Syracuse, New York
Subscription: $1.00 a copy.

International Labour Review
Published monthly
Address: International Labour Office
Geneva, Switzerland
Subscription: $6.00 a year.

Iowa Business Digest
Address: Bureau of Business & Economic Research
College of Business Administration
The University of Iowa
Iowa City, Iowa

IRRI Report
Published semi-annually
Address: Industrial Relations Research Institute
1180 Observatory Drive, Madison, Wisconsin 53706
Subscription: Gratis.

Journal of Applied Behavioral Science
Published quarterly
Address: NTL Institute for Applied Behavioral Science
1201 16th St., N.W., Washington, D.C. 20036
Subscription: $8.00 a year.

Journal of Applied Psychology
Published bimonthly
Address: American Psychological Association
1200 17th Street, N.W., Washington, D.C. 20036
Subscription: $10.00 a year.

Journal of Business
Published quarterly
Address: University of Chicago Press, 5750 Ellis Avenue,
Chicago, Illinois 60637
Subscription: $8.00 a year.

Journal of College Placement
Published - 4 issues
Address: College Placement Council
P.O. Box 2263, Bethlehem, Pennsylvania 18001
Subscription: $10.00 a year.

Journal of Criminal Law, Criminology, and Police Science
Published quarterly. (Published for Northwestern Univ.
School of Law)
Address: Williams and Wilkins Co., 428 E. Preston St.,
Baltimore, Maryland
Subscription: $9.00 a year.

Journal of Counseling Psychology
Published bimonthly
Address: American Psychological Association
1200 17th Street, N.W., Washington, D.C. 20036
Subscription: $10.00 a year.

The Journal of Industrial Relations
Published tri-annually
Address: Periodicals Department, Sydney University Press,
University of Sydney, Sydney, 2006 N.S.W., Australia
Subscription: $4.00 Aust./yr.

Journal of Management Studies
Published tri-annually
Address: Basil Blackwell, Broad Street
Oxford, England
Subscription: 42 shillings a year.

Journal of Offender Therapy
Published 3 times a year.
Address: Association for Psychiatric Treatment of Offenders,
Mr. H. Sharkey, MSW, 162-17 73rd St., Flushing, N.Y. 11366
Subscription: $10.00 includes membership in Association and Journal.

Journal of Personality and Social Psychology
Published monthly
Address: The American Psychological Association, Inc.
1200 Seventeenth St., N.W., Washington, D.C. 20036
Subscription: $30.00 a year.

Journal of Public Administration
Published semi-annually
Address: The Treasury
Wellington, New Zealand
Subscription: $2.00 a year.

The Journal of Social Issues
Published quarterly
Address: Mrs. Caroline Weichlein, SPSSI Executive Secretary,
P.O. Box 1248, Ann Arbor, Michigan
Subscription: $7.00 a year.

Juvenile Court Judges Journal
Published quarterly
Address: National Council of Juvenile Court Judges,
1155 E. 60th St., Chicago, Ill.
Subscription: $5.00 a year; single copy, $1.50.

The Lamp
Published quarterly
Address: Standard Oil of New Jersey
30 Rockefeller Plaza, New York, N.Y. 10020
Subscription: Gratis.

Lybrand Journal
Published quarterly
Address: Lybrand, Ross Bros. & Montgomery
60 Broad Street
New York, N.Y. 10004

Management International Review
Address: Verlag Gabler GmbH
6200 Wiesbaden
Fed. Rep. of Germany

Management of Personnel Quarterly
Published quarterly
Address: Bureau of Industrial Relations
Graduate School of Business Administration
The University of Michigan, Ann Arbor, Michigan 48104
Subscription: $6.50 a year, $12.00/2 years.

Management Review
Published monthly
Address: 135 West 50th Street
New York, N.Y. 10020
Subscription: $15.00 a year.

Management Science
Published monthly
Address: The Institute of Management Sciences
Box 6112, Providence, Rhode Island 02904
Subscription: $25.00 a year.

MBA-The Master in Business Administration
Published - 8 issues
Address: Business Manager, MBA Enterprises, Suite 303 East,
Pan American Building, 200 Park Avenue, New York, N.Y. 10017
Subscription: $8.00 a year.

Michigan Business Review
Published bi-monthly during academic year
Address: Graduate School of Business Administration
The University of Michigan, Ann Arbor, Michigan 48104
Subscription: Gratis

Modern Office Procedures
Published monthly
Address: P.O. Box 5746-U
Cleveland, Ohio 44115
Subscription: $12.00 a year.

Monthly Labor Review
Published monthly
Address: Superintendent of Documents, Government Printing Office
Washington, D.C. 20402
Subscription: $9.00 a year.

MSU Business Topics
Published quarterly
Address: Bureau of Business & Economic Research
Berkey Hall, Michigan State University, East Lansing, Mich. 48823
Subscription: Gratis.

National Safety News
Published monthly
Address: National Safety Council
425 North Michigan Avenue, Chicago, Illinois 60611
Subscription: $8.00 a year.

Nation's Business
Published monthly
Address: Chamber of Commerce of the U.S.
1615 H Street, N.W., Washington, D.C. 20006
Subscription: $23.75/3 years.

Occupational Hazards
Published monthly
Address: Industrial Publishing Co.
P.O. Box 5746-U, Cleveland, Ohio 44115
Subscription: $12.00 a year.

Occupational Psychology
Published quarterly
Address: National Institute of Industrial Psychology
14 Welbeck Street, London, WIM 8DR, England
Subscription: 50 Shillings a year.

The OECD Observer
Published bimonthly
Address: OECD Publications Center
Suite 1305, 1750 Pennsylvania Ave., N.W., Washington, D.C. 20006
Subscription: $3.50 a year.

Personnel
Published bimonthly
Address: American Management Association,
135 West 50th Street, New York, N.Y. 10020
Subscription: $12.00 a year.

Personnel: Journal of the Institute of Personnel Management
(ceased publication, April 1969)
Address: Gillow House, Winsley Street,
London W. 1, England

Personnel Administration
Published bimonthly
Address: 484 National Press Building
529 14th Street, N.W., Washington, D.C. 20004
Subscription: $8.00 a year.

The Personnel Administrator
Published bimonthly
Address: American Society for Personnel Administration
52 East Bridge Street, Berea; Ohio 44017
Subscription: $8.00 a year.

Personnel and Training Management
(ceased publication, April 1969)
Mercury House
Waterloo Road
London S.E. 1, England

Personnel Journal
Published monthly
Address: 100 Park Avenue
Swarthmore, Pennsylvania 19081
Subscription: $9.00 a year.

Personnel Management
Published monthly
Address: Mercury House
Waterloo Road, London, S.E. 1, England
Subscription: 90 shillings a year.

Personnel Management Abstracts
Published quarterly
Address: Circulation Manager, Bureau of Industrial Relations,
The University of Michigan, 508 E. William Street, Ann Arbor,
Michigan 48108
Subscription: $10.00 a year.

Personnel Policies Forum
Published 4 times a year
Address: Bureau of National Affairs
1231 25th Street, N.W., Washington, D.C. 20037
Subscription: Free

Personnel Practice Bulletin
Published quarterly
Address: Department of Labour and National Service
125 Swanston St., Melbourne, Victoria 3000, Australia
Subscription: $2.00 Aust./yr.

Personnel Psychology
Published quarterly
Address: Box 6965 College Station
Durham, North Carolina 27708
Subscription: $10.00 a year.

Pittsburgh Business Review
Published monthly
Address: 2117 CL, University of Pittsburgh, 4200 Fifth Avenue,
Pittsburgh, Pennsylvania 15213
Subscription: Gratis.

The Price Waterhouse Review
Published quarterly
Address: Price Waterhouse & Company
60 Broad Street, New York, N.Y. 10004

Prison Journal
Published semi-annual
Address: Pennsylvania Prison Society, Room 302, Social Service
Bldg., 311 S. Juniper St., Philadelphia 7, Penna.
Subscription: $7.00 a year.

Probation
Published quarterly
Address: National Association of Probation Officers, 6 Endsleigh
St., London, W.C. 1, England
Subscription: $11.76 a year for probation officers aged 29 or
over; $8.82 per year for officers under age 29.

Public Administration
Published quarterly
Address: Royal Institute of Public Administration
24 Park Crescent, London W. 1, England
Subscription: $5.25 a year.

Public Administration Review
Published bimonthly
Address: American Society for Public Administration
1225 Connecticut Avenue, N.W., Washington, D.C. 20036
Subscription: $25.00 a year.

Public Personnel Review
Published quarterly
Address: Public Personnel Association, 1313 East 60th St.
Chicago, Illinois 60637
Subscription: $8.00 a year.

Quarterly Review of Economics and Business
Published quarterly
Address: 408 David Kinley Hall,
Urbana, Illinois 61801
Subscription: $4.00 a year.

Social Casework
Published monthly
Address: Family Service Association of America, 44 E. 23rd St.,
New York, N.Y. 10010
Subscription: $4.50 a year; single copy $.60.

Social Forces
Published quarterly
Address: The University of North Carolina Press. P.O. Box 510,
Chapel Hill, North Carolina 27514
Subscription: $6.00 a year.

Social Problems
Published quarterly
Address: Social Problems, Business Office, P.O. Box 190,
Kalamazoo, Michigan 49005
Subscription: $5.00 a year.

Social Work
Published quarterly
Address: National Association of Social Workers, 2 Park Avenue,
New York, N.Y. 10016
Subscription: $6.00 a year; single copy $1.75.

Research Management
Published bi-monthly
Address: Interscience Publishers, 605 Third Avenue,
New York, N.Y. 10016
Subscription: $10.00 a year.

State Government
Published quarterly
Address: Council of State Governments, 1313 East 60th St,
Chicago, Illinois 60637
Subscription: $5.00 a year.

Supervision
Published monthly
Address: Subscription Department, 1970 Main Street,
Sarasota, Florida 33577
Subscription: $7.00 a year.

Supervisory Management
Published monthly
Address: American Management Association, 135 West 50th St.,
New York, N.Y. 10020
Subscription: $10.00 a year for AMA members, $14.00 a year
for non-members.

Technology Review
Published - 9 issues
Address: Room E19-430, Massachusetts Institute of Technology,
Cambridge, Massachusetts 02139
Subscription: $7.00 a year.

Think
Published bimonthly
Address: Armonk, New York 10504.

Training and Development Journal
Published monthly
Address: American Society for Training and Development, Inc.,
313 Price Place, P.O. Box .5307, Madison, Wisconsin 53705
Subscription: $15.00 a year.

Training in Business and Industry
Published monthly
Address: Gellert Publishing Corp., 33 West 60th Street,
New York, N.Y. 10023
Subscription: $10.00 a year.

Trans-Action
Published monthly
Address: Box 1043A, Washington University,
St. Louis, Missouri 63130
Subscription: $8.50 a year.

Vital Speeches of the Day
Published semi-monthly
Address: City News Publishing Co., Box 606
Southold, New York 11971
Subscription: $10.00 a year.

<u>Youth Service News</u>
Published quarterly
Address: New York State Executive Dept., Division for Youth,
2 University Place, Albany, New York 12208
Subscription: free.

<u>World</u>
Published quarterly
Address: Peat, Marwick, Mitchell & Co., 70 Pine Street,
New York, N.Y. 10005