

EXERCISE: APPLYING SCIENTIFIC MANAGEMENT PRINCIPLES TO JOB DESIGN

Frederick Winslow Taylor, in his *The Principles of Scientific Management* (1911, pages 36-37), presented four basic principles on the application of managerial science to the design of work and the selection of workers, his principles of scientific management:

1. "develop a science for each element of a man's work,"
2. "scientifically select and then train, teach, and develop the workman,"
3. "cooperate with the men so as to insure all of the work [is] being done in accordance with the principles of the science,"
4. "division of the work and the responsibility between management and the workmen."

In this exercises, you will assume the role of the Personnel Director for your very large, highly specialized criminal justice organization. You will approach this practical exercise using Taylor's scientific management philosophy. There will be no "soft-hearted," Theory Y, Human Relations School ideas permitted.

PART ONE: You have been informed that a position vacancy has occurred [Please, select just one of the job positions listed at the end of this document.] Fill in relevant requirement for a person to hold the position you have selected.

Given this basic information, research the job thoroughly to learn its empirical, scientific work-elements and required skills. You may use library data, interview real job holders, or use other means of your choosing. Be sure to identify and include any legal requirements or standards that a person must meet in order to hold the position.

PART TWO: Prepare an advertisement for this job for your local newspaper. You are limited by the Budget Officer to one hundred words. The agency director tells you to omit all reference to salary. The Affirmative Action Officer reminds you to include, "Our agency is an equal opportunity employer." It is up to you to select the educational criteria, physical standards (eyesight, height, weight, age, sex, health, and other physical limitations, if any), prior skills or experience, or other preliminary limitations associated with the job. Remember that you will have to process all of the applications received. Use the advertisement to pre-screen your applicant pool. But be sure that your criteria are empirically valid and non-discriminatory.

PART THREE: Write a 200-300-word job description for the new employee that clearly identifies the key aspects of the job. It should include the place and hours of work, relationships to others in the organization, who is to supervise whom, who will work with whom, what the routine work objectives are, and what authority the new person has. Be sure to tell the new employee if he/she is to be classified as management or labor, and explain why this is so.

Select one of the following jobs:

MANAGING CRIMINAL JUSTICE ORGANIZATIONS, 2nd ed.

EXERCISE: JOB LIST

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[FOR PART ONE]

Personnel Director	Position Vacancy
	COURT INTAKE OFFICER: Reviews criminal charges brought against juveniles to determine which should be referred to court or to other programs, and which should be held in protective detention.
	GROUP COUNSELOR: Works with juveniles and their families in resolving intra-family problems related to juvenile delinquency. Will work both in office and in homes of counseled families.
	GROUP HOME COUNSELOR: Lives with a group of adjudicated delinquent girls in a state-run group home. Advises them in social skills, aids in their social adjustment problems, and assists them with remedial education after school.
	INTAKE COUNSELOR: Conducts initial interviews with victims referred to the county Victims Assistance Center, to determine which services the victim may require.
	COURT SCHEDULING CLERK: Coordinates court attendance arrangements, resets court dates, notifies victims and witnesses of changed court dates, and arranges transportation for victims and witnesses for the trial date.
	CLERK-TYPIST/WORD-PROCESSOR OPERATOR: Prepares correspondence from formats, types court documents, and mails notices

related to the Clerk-of-Court Office.

PRISON GUARD: Maintains custody of convicted felons at men's maximum security prison, escorts convicts through prison facilities, and transports them to/from court, medical care, etc.

CIVIL CLAIMS DEPUTY: Identifies and inventories property for seizure under court order, assesses values of property for confiscation orders and judgements; has arrest powers, will be armed, and is a sworn officer.

JAIL MATRON: In-processes and searches women committed to or visiting the county jail, helps women prisoners in personal matters; has no arrest powers.

COURT BAILIFF/SECURITY OFFICER: Works in county courthouse during court sessions, operates the "Detecto-Gun" airport-type metal weapons detector at the court entrance, provides security to courtroom; has arrest powers and is a sworn officer.

PAROLE CASE OFFICER: Reviews prison records and trial records on paroled felons, administers and evaluates psychological and employment tests to clients, helps clients locate employment and readjust to society, supervises clients in the community.

PAROLE REVIEW OFFICER: Reviews prison and trial records of incarcerated felons, prison disciplinary reports, and psychological test data to prepare recommendations to the state parole authority for early release of convicts.

RADIO DISPATCHER: Answers calls for help and service and relays information from citizens to police officers and supervisors; operates multi-channel police radio and telephone switchboard in a mixed Spanish-speaking and English-speaking community.

FINGER-PRINT IDENTIFICATION CLERK:

Takes fingerprints of arrested persons and others, classifies fingerprints using the FBI standards, and posts classified fingerprint cards into departmental, state and FBI records.

DEPUTY BUDGET DIRECTOR: Assists the Budget Director and the Chief of Police in preparing annual financial reports, police department budget requests, payroll changes, and related financial matters within the police department.

POLYGRAPH OPERATOR: Operates police department polygraph (a Hobart Simplex Fib-Detector), aids in interrogations, and evaluates the responses of persons interrogated; testifies in court; not a sworn officer.

POLICE TRAFFIC RADAR OPERATOR: Uses radar Speed-monitoring equipment, including the Fuzz-Buster-Basher III and Gotcha-9 to measure speeds of motorists and low-flying aviators, writes speeding citations, and brings speeding cases to court; has arrest powers and is a sworn officer.

POLICE RECORDS CLERK: Files and retrieves police case reports from police department manual and computer-automated filing systems, makes photocopies of reports, and distributes file information within police headquarters when directed.

DEPUTY MAGISTRATE: Conducts probable cause hearings and issues arrest and search and seizure warrants on legal complaints received from the police; conducts hearings for bail and bond eligibility for those in police custody; and reviews complaints from private citizens seeking arrest warrants and requesting small claims civil trials.

DOCKETING CLERK: Posts trial dates to

case files, prepares dockets, and confirms docketing information with attorneys, police, and victims assistance service personnel; uses computerized docketing system.

COURT STENOGRAPHER: Prepares transcripts of court testimony from steno-machine of choice and/or tape recordings of trial testimony, and types them into final copy for use by judges and lawyers.

LEGAL LIBRARIAN: Maintains the Legal Library of the Clerk-of-Court Office; catalogs new acquisitions; files returned books, publications, and articles; locates legal references for Clerk and judges; and prepares indices of legal references.

LEGAL CLERK/TYPIST: Prepares legal correspondence, writs, dispositions, motions, etc., for the Prosecutors Office, using IBC Word Processor.

ASSISTANT PROSECUTOR: Assists in the D.A.'s Office to prepare cases for trial, interviews witnesses, follows up on police investigations, and presents cases in court.

LEGAL RESEARCH CLERK: Identifies legal case materials, presidents, rulings, etc. related to cases assigned to lawyers of the Public Defenders Office; no typing required.

ASSISTANT PUBLIC DEFENDER: Prepares legal defenses for clients referred by the courts, prepares appeals, and conducts the legal defense of accused persons brought to trial.

OFFENDER-CLASSIFICATION OFFICER: Reviews prisoner case records, gives and evaluates psychological tests, interviews new prisoners, and makes recommendations about prisoner

classification, assignment, and program involvement.

DNA-LABORATORY TECHNICIAN: Works with organic materials from crime scenes and other sources in a DNA analysis laboratory to make comparisons with DNA samples taken from suspects.

FINGERPRINT IDENTIFICATION TECHNICIAN: Uses the "Bar-Comp" computer-imaging fingerprint system to scan and encode fingerprints recovered from crime scenes and other sources for comparison with fingerprints in existing data files.

PRISON DRUG TREATMENT THERAPIST: Aids prisoners with identified substance abuse problems during their terms of confinement to regain control over their lives, using various approved treatment strategies.

INTENSIVE PROBATION CASE WORKER: Will manage a case load of 15 probationers, using intensive probation methods, working variable shifts without direct supervision or immediate back-up.

PRISON DIETICIAN: Prepares menus for the prison population, assists in writing the selection guidelines for produce, and gives dietary guidance to the cook staff and trustees in the prison kitchens.

PRISON VOCATIONAL COUNSELOR: Works with inmates in determining their aptitudes for various lines of work, doing testing, one-to-one interviewing, assisting in résumé development, and providing career information.

PRISON WORK-RELEASE COORDINATOR: Works within the state prisons to identify potential employment for inmates, scheduling interviews, assisting with job training, and making transportation arrangements to and from job sites.

JUVENILE CUSTODIAL OFFICER: Guards
violent male juvenile offenders at the
maximum-security youth detention center.

POST-DISCHARGE SOCIAL WORKER: Aids
recently discharged prison inmates in
their readjustment to life outside the
penal institution, including marriage
and family counseling, assisting with
social service agencies, and providing
financial counseling.