

**ANNOTATED BIBLIOGRAPHY
COMMUNITY CORRECTIONS WORKFORCE PROJECT
NATIONAL INSTITUTE OF CORRECTIONS
7/3/05**

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1. *A 21st Century Workforce for America's Correctional Profession* (Indianapolis, IN: Workforce Associates, Inc., 2004), 77 pages.

Commissioned by the American Correctional Association, this is the first part of a three-phase study of the state of the correctional workforce. While the full study ultimately intends to develop a strategic plan and related practices for recruiting and retaining a qualified workforce, this first phase describes current conditions, with particular focus on correctional officers and juvenile careworkers. Based on a national survey, reasons for recruiting and turnover problems are explored, and projections are included for both the demand and supply side of the correctional labor pool. Several "promising human resources practices" are included in the final section.

2. Aguirre, Ana T. "Arguments for a Diverse Workforce," *Corrections Today* (August, 2004): 72-75.

Arguing that the future of correctional employment, as well as that of the private sector, will be significantly affected by increasing diversity of the U.S. workforce, this article addresses the topic of workforce diversity from perspectives ranging from community relations and victim sensitivity to officer safety.

3. Alpert, Andrew D. "Probation Officers and Correctional Treatment Specialists," *Occupational Outlook Quarterly* (Washington, DC: U.S Bureau of Labor Statistics, current edition).

Updated quarterly, this occupational guidebook provides an overview of various careers. The section cited here presents prospective applicants with information about work as a probation or parole officer. While it contains no new information for those who have long been employed in community corrections, it is interesting to see how probation/parole work is presented to potential applicants in terms of the nature of the job, working conditions, employment outlook, potential earnings, qualifications, training, and advancement. Moreover, community corrections administrators might want to read this and ask themselves whether the way the job as portrayed is both

realistic and desirable from the standpoint of attracting potential applicants.

4. Anderson, Terry D. *Transforming Leadership: New Skills for an Extraordinary Future* (Amherst, MA: Human Resource Development Press, 1992), 299 pages.

As a sort of “succession planning” guide, this book attempts to bridge the gap between management and leadership by familiarizing the former with what is needed to become the latter. By synthesizing various contemporary leadership perspectives, the author seeks to integrate the best available knowledge into a model that readers can use to make a difference in their world. But the feature that perhaps most clearly distinguishes this book from others is its assortment of self-assessment inventories, followed by guidelines for making improvements in weak areas.

5. Armstrong, John J. “Ensuring the Best Will Join the Best,” *Corrections Today*, Vol. 63, No. 6 (October, 2001): 116-117.

Formed as part of a statewide workforce development initiative, the pre-service certification program described in this article operates in seven community colleges throughout Connecticut. It is a school-to-work program that integrates students (i.e., potential employees) into the correctional workplace through coursework, internships, and a streamlined hiring process. While the program is directed to institutional corrections, the operational concepts are perhaps even more applicable to community corrections, where an undergraduate degree is almost universally required.

6. Arthur, Diane. *The Employee Recruitment and Retention Handbook* (New York: American Management Association, 2001), 402 pages.

Beginning with a national profile of how the labor force is changing, this book goes on to tackle issues ranging from attracting top performers to techniques for retaining them once employed. Along the way, it addresses such topics as traditional and nontraditional recruitment sources, electronic recruiting, competency-based approaches to recruiting and interviewing, developing a contingent work force, partnering with educational institutions, and establishing a workplace that provides rewards, recognition, opportunities, and a balance between work and personal life.

7. Ball, Frederick W. and Ball, Barbara B. *Impact Hiring: The Secrets of Hiring a Superstar* (Paramus, NJ: Prentice Hall, 2000), 312 pages.

While this book is primarily written to help businesses compete for personnel in the corporate marketplace, it contains tactics that could be applied to the public sector as well--most importantly, moving from a process that is interviewer-dominated to one that is client-centered. Additionally, it addresses what top candidates want in a job and why critical applicants are lost, along with how to develop a “competitive edge,” use interviews to build partnerships, negotiate “win/win” packages, and

integrate hiring with performance evaluation systems.

8. Ballock, Scott T. "A View from the Field," *Federal Probation*, Vol. 65, No. 1 (June, 2001): 43-45.

Concerned that the passion has diminished from probation work, that passivity has set in, and that officers have become "little more than overpaid biographers," the author makes a brief but compelling case for more "proactive supervision." In that regard, he advocates officers becoming change agents, embracing teamwork, developing collateral networks, engaging in community partnerships, and actively promoting client change.

9. Behn, Robert D. *Leadership Counts: Lessons for Public Managers* (Cambridge, MA: Harvard University Press, 1991), 248 pages.

Based on the success of real-life public officials, this book provides leadership lessons from the down-to-earth perspective of moving welfare recipients from dependency to self-sufficiency. Focused on examining how public-sector leaders can create high-performing programs, it is essentially a case study of how to envision, develop, market, manage, and evaluate public policy. Anyone who has ever "managed by groping around" will relate to the strategies presented by the author for policy-based leadership in a political environment.

10. Bennis, Warren, Spreitzer, Gretchen M., and Cummings, Thomas G., eds. *The Future of Leadership: Today's Top Leadership Thinkers Speak to Tomorrow's Leaders* (San Francisco: Jossey-Bass, 2001), 316 pages.

Featuring contributions from noted authorities, this book of readings forecasts the nature of future organizations (boundaryless networks, staffed by multi-generations of knowledge workers), as well as what types of leaders are most suited to guide such organizations (e.g., those with self-insight, flexibility, and resiliency, who engage in self-development, servant leadership, organizational capacity-building, and sense-making rather than decision-making). Despite many notable features, however, in the inexorable view of hindsight, this work may become best-known for its lavish praise of the leadership style of Enron's CEO.

11. Bogue, Brad, *et al.* "Implementing Evidence-based Principles in Community Corrections: Leading Organizational Change and Development," (18 pages), and "Implementing Evidence-based Principles in Community Corrections: Collaboration for Systemic Change in the Criminal Justice System," (9 pages), National Institute of Corrections reports (April, 2004), available at www.nicic.org,

As part of a comprehensive project to "build learning organizations that reduce recidivism through systemic integration of evidence-based principles in collaboration with community and justice partners," these two reports focus on how community

corrections can establish and implement an integrated model for incorporating evidence-based principles into both organizational development and community collaboration. Both documents include appendices with application strategies, as well as bibliographies for further reading.

12. Brisco, Willie, Forh, Charlotte, Haynes, Vic, and Wheeler, Barbara. "Minority Recruitment for the 21st Century," *Corrections Today* (August, 2004): pp. 128-29.

Based on national statistics, this article presents existing realities and projected trends for the correctional labor force. As a result, the authors recommend four "effective, low-cost" approaches to enhance correctional recruitment.

13. Burrell, William D. "Probation and Public Safety: Using Performance Measures to Demonstrate Public Value," *Corrections Management Quarterly*, Vol. 2, No. 3 (1998): 61-69.

In order to gain greater public support, the author presents a strong case for clarifying the mission of probation and defining its public safety role. As he notes, a good mission statement serves as "an anchor in turbulent times," as well as a basis for outcome measures. Drawing on the perspective of creating value as a means of generating public support, the contribution of probation to public safety is explored, particularly in the context of developing realistic performance measures that demonstrate tangible results.

14. Burrell, William D. "Reinventing Probation: Organizational Culture and Change," *Community Corrections Report*, (May/June, 2000): 53-54, 63.

One of the key components of making the large-scale changes required for "reinventing probation" is organizational culture. As such, the author outlines aspects of organizational culture, explains why it is an important consideration in generating change, offers guidance for conducting a quick self-assessment of an agency's culture, and provides some general direction for changing it, including an interesting comparison with the process of changing client behavior.

15. Carroll, James B. and Moss, David A. *State Employee Worker Shortage: The Impending Crisis* (Lexington, KY: The Council of State Governments, 2002).

Produced as a trend alert, this report is essentially a "wake-up call"--warning that state governments could lose more than 30% of their workforce in the near future, (for reasons ranging from retirement rates to budget shortfalls). Written in reader-friendly dialogue and liberally interspersed with illustrative charts and graphs, it not only documents an impending crisis, but also conducts a state-by-state review of strategies being employed to plan for labor challenges of the future, including new approaches to recruiting, the use of retirees, and the reform of classification and pay systems.

16. Chambers, Harry E. *Finding, Hiring, and Keeping Peak Performers: Every Manager's Guide* (Cambridge: Perseus Publishing, 2001), 325 pages.

Moving beyond the temptation to hire candidates who are “just like you” or who give you a “warm fuzzy feeling,” this book explores hiring traps that managers fall prey to and techniques for combating them, along with how to conduct a quick needs assessment and develop interviewing skills designed to discover the candidate’s peak performance. A how-to guide filled with creative ideas, this book addresses many topics that are relevant to community corrections, perhaps most especially the sections on “nontraditional recruiting pools,” “hiring from a position of weakness,” and “creating the culture of retention.”

17. Chrislip, David D. and Larson, Carl E. *Collaborative Leadership: How Citizens and Civic Leaders Can Make a Difference* (San Francisco: Jossey-Bass Publishers, 1994), 192 pages.

Based on the best practices of exemplary community development efforts, this book is especially relevant for those interested in formulating and sustaining collaborative partnerships directed toward addressing public concerns. Written for both citizens and public leaders, it explores why collaboration is now an essential ingredient of effective leadership and how to design a successful collaborative initiative. Moreover, it demonstrates the benefits of an interdependent connection with others that creates the overall sense that “we are all in this together,” and that collectively, we can achieve “our deepest desires for justice.....”

18. Clarke, Harold W. and Layman, Marian. “Recruitment: Tools, Tips, and Practical Applications,” *Corrections Today* (August, 2004): 80-85.

As indicated by the title, this article presents techniques for recruiting correctional personnel—from establishing a distinct organizational identity to pursuing a diverse labor pool, marketing career opportunities, using information from exit interviews, and developing a public relations strategy.

19. Clem, Connie, Krauth, Barbara, and Wenger, Paula. *Recruitment, Hiring, and Retention: Current Practices in U.S. Jails* (Washington, DC: National Institute of Corrections, January, 2000), 25 pages, plus appendices.

While this study is obviously directed toward personnel issues faced by local jails, much of the content is equally relevant to community corrections. Based on surveys and interviews with jail administrators throughout the country, the reported findings cover topics ranging from recruitment, screening, and hiring strategies to successful tools used to retain job incumbents. In addition, appendices provide sample materials from local jails related to each of these topics.

20. Collins, Jim. *Good to Great: Why Some Companies Make the Leap...and Others Don't* (New York: Harper Business, 2001), 300 pages.

Based on extensive research into high-producing companies that have stood the test of time, this book enables others to benefit from the practices that propelled “good” companies to “greatness,” (as measured by a number of objective indicators that extend well beyond annual profit margins). But the real point is that truly great companies do not exist “merely to deliver returns to shareholders,” but rather, have a higher purpose. As a result, the principles promoted herein are just as applicable to the public sector--especially in terms of the capacity of real leaders to build, create, and contribute something that “is larger and more lasting” than the leaders themselves. In that regard, this book is based on the premise that the bottom line involves getting the “right people on the bus (and the wrong people off the bus), and *then* figuring out where to drive it,” which is contradictory to those who maintain that vision/mission must precede hiring. Thus, a significant message of the book is to hire people who are self-motivated and then utilize management techniques that will not de-motivate them.

21. Collins, James C. and Porras, Jerry I. *Built to Last: Successful Habits of Visionary Companies* (New York: Harper Business, 1997), 342 pages.

Exploring the delicate balance between maintaining continuity and stimulating change, the extensive research on which this book is based demonstrates that organizations which sustain their success have the ability to preserve a fundamental purpose and core values, while at the same time being able to change their culture, operating practices, and specific strategies in a continual process of renewal. Moving beyond see-sawing, populist fads that have no anchors in basic ideologies, these authors seek to uncover the principles of “building clocks” that will tell time forever, rather than simply telling what time it is today. In the pursuit of such principles, they advocate organizations that are ideologically driven by deep-rooted values and “big hairy audacious goals,” with everything working in complete alignment, both ideologically and operationally. As they conclude, “leaders die, products become obsolete, markets change, new technologies emerge, management fads come and go; but core ideology in a great company endures as a source of guidance and inspiration.”

22. Cottringer, William. “Selecting the Best of the Bunch,” (unpublished paper, available at www.pugetsoundsecurity.com or via bcottringer@pssp.net), 4 pages).

Presenting generic advice on the selection of good supervisors and managers, the author identifies three “success components:” i.e., “thinking,” “determination,” and “social” quotients, along with skills and abilities required for each dimension, as well as sample interview questions designed to measure each quotient.

23. Domurad, Frank. "Who is Killing our Probation Officers: The Performance Crisis in Community Corrections," *Corrections Management Quarterly*, Vol. 4, No. 2 (2000): 41-51.

Pointing out the discrepancy between caseworkers being held accountable for meeting community demands and "rational bureaucratic practices" controlling agencies in a hierarchical manner, the author discusses why probation officers often experience role conflict and confusion about the purpose of their work. Drawing on experiences from the private sector, he then addresses such potential solutions as decentralization, collaboration, and participatory management, arguing for organizational movement from a quantitative case management approach to a qualitative emphasis on outcomes.

24. Farrow, Kathryn. "Still Committed After All These Years? Morale in the Modern-day Probation Service," *Probation Journal*, Vol. 51, No. 3 (2004): 206-20.

While this article discusses research conducted in the U.K., it has potential application in the U.S. as well. Findings indicate that probation officers "remain committed to their work with offenders and also to colleagues, but not to the probation service as an organization." Concerned about the repercussions for long-term organizational health and success, as well as officer morale and well-being, the author raises serious issues concerning the need for revised management practices, especially in terms of outcome-focused targets, internal implementation of the "what works" philosophy, improving organizational responsiveness, engaging officers in the change process, and developing closer proximity between line staff and decision-makers.

25. Finn, Peter, and Kuck, Sarah. *Research for Practice: Stress among Probation and Parole Officers and What Can be Done about It* (Washington, DC: National Institute of Corrections, 2005), 7 pages; available online at <http://www.ojp.usdoj.gov/nij/pubs-sum/205620.htm>

Based on research funded by the National Institute of Justice, this is a synopsis of a study that examined the major sources and effects of stress on community corrections officers. Personal coping techniques as well as promising organizational strategies to reduce stress were identified, along with related measures of success.

26. Fleisher, Mark S. "Management Assessment and Policy Dissemination in Federal Prisons," *The Prison Journal* (March, 1996): 81-91.

The content of this article describes a management accountability and policy dissemination system used for institutional corrections, but the concepts are, in many cases, equally adaptable to community corrections. Although the material on assessing living conditions of inmates is less applicable, the measures of quality of work life among staff have considerable potential for transference. Overall, the message of proactive planning, establishing accountability, and effectively responding to problems by monitoring organizational "health" could apply

universally to any correctional agency. Perhaps most importantly, rather than judging performance on the basis of such illusive variables as offender recidivism, this system evaluates management on basis of things they can control.

27. Goleman, Daniel. *Working with Emotional Intelligence* (New York: Bantam Books, 1998), 383 pages.

A spin-off from his earlier bestseller (*Emotional Intelligence*), in this follow-up, the author addresses the practical value of leading with emotional intelligence—i.e., the sensitivity, empathy, self-awareness, trustworthiness, teamwork, communication, tact, and similar personal and social competencies that extend beyond the technical expertise or intellectual knowledge that often receive higher priority in the workplace.

28. Halley, Dee. “The Core Competency Model Project,” *Corrections Today*, Vol. 63, No. 7 (December 2001): 154.

The Core Competency Model Project initiated by the National Institute of Corrections is discussed, which offers a framework by which correctional leaders and trainers can determine the efficacy of existing training programs or develop new leadership and management training. The profiles presented in the project can also be used to determine if job incumbents are receiving education and training appropriate to their needs.

29. Hansen, Christopher. “The Cutting Edge: A Survey of Technological Innovation--Where Have All the Probation Officers Gone?,” *Federal Probation*, Vol. 65, No. 1 (June, 2001): 51-53.

Based on both long-term practices in the private sector and a more recent experiment in the U.S. Probation Office (Middle District of Florida), this article makes a case for telecommuting as a means of increasing employee satisfaction, boosting productivity, reducing costs, and saving office space.

30. Hicks, Rick and Hicks, Kathy. *Boomers, Xers, and Other Strangers: Understanding the Generational Differences that Divide Us* (Wheaton, IL: Tyndale House Publishers, 1999), 370 pages.

Based on the premise that core values shape our behavior, a significant portion of this book is devoted to tracing how values are influenced by a developmental process that occurs during our formative years. Historical events unique to each decade are described, and each chapter includes a brief demographic/economic portrait of that decade (e.g., life expectancy, cost of living, average annual salary, etc.), along with key events, fads/trends, and new inventions/technology. With that background, the authors explore how these social, political, and economic events defined the values of each succeeding generation. A value assessment instrument is provided through

which you can obtain greater insight into your own values, as well as compare them with the values of others. The book ends with strategies for resolving inter-generational differences, primarily through understanding and awareness.

31. *Highlights of a GAO Forum: Workforce Challenges and Opportunities for the 21st Century—Changing Labor Force Dynamics and the Role of Government Policies* (Washington, DC: U.S. General Accounting Office, June, 2004), 16 pages.

This GAO report presents a synopsis of forthcoming labor market challenges and opportunities, including changing employment dynamics, demographic trends, the role of government policies, and strategies for addressing adverse market conditions. Although it does not specifically target criminal justice, the broad overview provided can be expected to have justice-related implications.

32. Holtz, Geoffrey T. *Welcome to the Jungle: The Why Behind “Generation X”* (New York: St. Martin’s Press, 1995), 289 pages.

An in-depth analysis of those born in the 1960's and 1970's from the perspective of the social environment in which they were raised, this book compares trends that have influenced Generation X with those of their parents. The author explores the role of everything from two-income families and divorce to the fast pace and high stress of modern society, dwindling educational standards, and economic downturns. Filled with numerous real-life examples and easy-reading statistics, this book traces the factors that shaped a generation often characterized as indifferent, apathetic, cynical, and self-focused. After reading it, the reasons underlying their distinctive behavioral characteristics become much more apparent.

33. Ingstrup, Ole and Crookall, Paul. “The Three Pillars of Public Management: Application to Corrections,” *Corrections Management Quarterly* (Spring, 1998): 1-9.

Based on an international survey designed to identify what makes effective management practices in the public sector, the results indicate that despite fiscal challenges, public scrutiny, and other pressures, government can, in fact, be efficient and is capable of improving service quality. The “three pillars” that distinguish such agencies consist of “aim” (good sense of direction), “character” (deep sense of mission), and “execution” (implementation techniques that rely on communication, collaboration, trust, and consistency, among other attributes).

34. International Association of Chiefs of Police. *Police Leadership in the 21st Century: Achieving and Sustaining Executive Success* (Washington, DC: International Association of Chiefs of Police, 1999), 39 pages. Available for downloading at <http://www.theiacp.org/profassist/leadership.htm>.

Resulting from recommendations made during IACP’s first leadership conference, this material reflects the thinking of nationally recognized police practitioners who

were brought together “to examine the roles of the contemporary police executive, how those roles are changing, and how to successfully manage current and changing community and organizational environments.” Chapters are included on creating a consensus model of leadership, dealing with forces of change, developmental requirements for leadership, and managing both the external and internal environments. While obviously written for law enforcement executives, much of the material is sufficiently generic to be applicable to other criminal justice professions.

35. Judy, Richard and D’Amico, Carol. *Workforce 2020: Work and Workers in the 21st Century* (Indianapolis, IN: Hudson Institute, 1997), 158 pages.

A sequel to *Workforce 2000*, this report updates the trend data, forecasts, and related issues addressed in the earlier study. As the title indicates, it is written for and about the private sector. Nevertheless, many of the workforce projections, labor force trends, and corporate responses described in it have public sector applicability. Beyond projecting where labor force shortages are expected in the coming years, recommendations are presented for rising to these new challenges through such strategies as increasing workforce participation, promoting upward mobility, and not lowering higher education standards. (Note: The Workforce 2000 report also addressed dealing with cultural diversity, work/family conflicts, recruiting, telecommuting, the skills gap, and the aging workforce).

36. Karp, Hank; Fuller, Connie, and Sirias, Danilo. *Bridging the Boomer Xer Gap: Creating Authentic Teams for High Performance at Work* (Palo Alto, CA: Davies-Black Publishing, 2002), 182 pages.

Although it begins with traditional background information on stereotypical differences between xers and boomers, this book quickly establishes its uniqueness. In that regard, it is one of the few works on this topic that is anchored more in empirical evidence than anecdotal assumptions. In the course of conducting their research into generational conditions at the workplace of six organizations, the authors discovered one company where differences between boomers and xers “virtually disappeared.” What they learned from further investigating that team became the basis for reconceptualizing the entire concept of “teamwork.” Thus, much of the book is devoted to describing a four-step process for creating “authentic” teams that capitalize on the unique values of each member, while at the same time effectively integrating them into a collaborative work group.

37. Kaye, Beverly. *Up is not the Only Way: A Guide for Career Development Practitioners* (Englewood Cliffs, NJ: Prentice Hall, 1982), 272 pages.

A step-by-step guide to implementing career development in an organization, the author takes readers through a six-stage process, including preparation (analysis and planning), profiling (identifying and reality-testing the employee’s capacity),

targeting (exploring and specifying career goals), strategizing (understanding the system), execution (acquiring resources and demonstrating ability), and integration (evaluation and rewards). Designed to incorporate all key players in the process, each stage is integrated with the one before and after it in seamless progression toward an effective outcome for everyone involved.

38. Kaye, Beverly and Jordan-Evans, Sharon. *Love 'em or Lose 'em: Getting Good People to Stay* (San Francisco: Berrett-Koehler Publishers, 2002), 268 pages.

Literally an “A to Z” guide to employee retention, the authors cover everything from “Ask” (What keeps you?), “Buck” (It stops here), and “Careers” (Support Growth) to “X-ers” (Handle with care), “Yield” (Power down), and “Zenith” (Go for it). Each chapter is brief, reader-friendly, and filled with real-world examples from the authors’ research. Additionally, chapters include concise “to do” checklists, “alas” stories written from the perspective of good employees who “got away,” and even some self-diagnostic quizzes.

39. Kayser, Thomas A. *Team Power: How to Unleash the Collaborative Genius of Work Teams* (New York: Irwin/McGraw-Hill, 1994), 273 pages.

Filled with relevant case illustrations, this book presents systematic, step-by-step approaches for engaging teams in problem-solving, decision-making, and conflict resolution, with emphasis on the leader’s role as group facilitator.

40. Koper, Christopher S. “Hiring and Keeping Police Officers,” *NIJ: Research for Practice* (Washington, DC: National Institute of Justice, July, 2004), 8 pages.

Based on a national survey of police agencies, as well as analysis of employment data and related literature, this report presents a brief synopsis of findings in such areas as locating qualified applicants and keeping officers on the job. The general implications for policy and practice that are included would be equally applicable to other criminal justice agencies.

41. Kouzes, James M. and Posner, Barry Z. *Encouraging the Heart: A Leader’s Guide to Rewarding and Recognizing Others* (San Francisco: Jossey-Bass, 1999), 201 pages.

Using numerous real-life examples from a wide variety of organizations, these best-selling authors demonstrate how leaders can enhance worker motivation--and replace compliance with commitment--by creating more opportunities to intrinsically reward and inspire their employees.

42. Lancaster, Lynne C. and Stillman, David. *When Generations Collide: Who They Are. Why They Clash. How to Solve the Generational Puzzle at Work* (New York: Harper Collins, 2002), 352 pages.

Concerned about both the resentment between generations and the inaccurate stereotypes that often shape our perception of them, this book makes an effort to set the record straight. It includes numerous examples of “clash points”—i.e., “trouble spots where generational conflicts are most likely to explode.” The authors maintain that the basis for such conflicts can be found in the defining view of work maintained by each of these generations. On the job, Traditionalists are classified as coming of age in a “chain of command” environment, whereas for Boomers it was “change of command,” for Xers, “self-command,” and for Millennials (Generation Y), “don’t command—collaborate!” (pp. 30-31). It is the modern-day repercussions of these differences that are explored throughout the book. Practical advice is also offered in terms of how to recruit, retain, motivate and manage across generational gaps.

43. Lane, Jodi, Turner, Susan, and Flores, Carmen. “Researcher-Practitioner Collaboration in Community Corrections: Overcoming Hurdles for Successful Partnerships,” *Criminal Justice Review*, Vol. 29, No. 1 (Spring, 2004): 97-114.

In an effort to assist researchers and practitioners working together in the evaluation of community-based programs, this article builds upon the experiences and lessons learned from a collaborative project in California. In addition to describing the diverse perspectives of researchers and practitioners, the authors present strategies for overcoming differences and developing an effective working partnership.

44. Levering, Robert. “Creating a Great Place to Work: Why It Is Important and How It Is Done,” *Corrections Today* (August, 2004): 86-88.

Building on the concept that high attrition is related to dissatisfaction with the workplace, this article explores how any agency can become an exemplary employer. Applying information from the private sector to corrections, the author concludes that the main factor involved is the attitude and behavior of management. In that regard, he presents managerial techniques for creating a “great place to work,” ranging from sharing information to being accessible, answering hard questions, delivering on promises, showing appreciation, and demonstrating personal concern.

45. Levinson, Robert B., Stinchcomb, Jeanne B., and Greene, John J. “Corrections Certification: First Steps toward Professionalism,” *Corrections Today* (August, 2001): 125-138.

In any discipline, one of the key ingredients for achieving recognition as an

established profession is a national certification process that objectively measures an applicant's credentials and capabilities. These authors build on that theme, describing how the certification program developed by the American Correctional Association is promoting the concept of professionalism in the field of corrections.

46. Leibowitz, Zandy B., Farren, Caela, and Kaye, Beverly. *Designing Career Development Systems* (San Francisco: Joseey-Bass Publishers, 1986), 323 pages.

Written for those who are serious about enhancing the career development prospects of their employees, this comprehensive guide addresses virtually every aspect of the topic, beginning with needs assessment, visioning, and planning, continuing through the implementation stage, and concluding with ongoing maintenance and assessing effectiveness. Several model career development systems are described, and although prepared with the private sector in mind, much of the content is likewise applicable to public sector work.

47. Lommel, Jane. "Turning Around Turnover," *Corrections Today* (August, 2004): 54-57.

Based on a study conducted by the American Correctional Association in conjunction with its "correctional workforce for the 21st century" initiative, turnover is documented as a major problem "plaguing correctional agencies nationwide." In addition to low compensation, other reasons for high turnover are discussed, along with related implications and potential solutions.

48. Mai-Dalton, Renate R. "Managing Cultural Diversity on the Individual, Group, and Organizational Levels," in Martin M. Chemers and Roya Ayman, eds., *Leadership Theory and Research* (San Diego: Academic Press, 1993), pp. 189-213.

Focusing on the reduction of culture-related stress in the workplace, a multicultural model of pluralistic leadership is presented that is sensitive to the needs of all workers and designed to improve organizational performance by balancing a multicultural workforce.

49. Martin, Paul L. "Institutionalized Helplessness," *Corrections Compendium* (April, 1999): 4-5.

Based on the results of a laboratory experiment in which chronic helplessness was developed in dogs, the author makes an interesting analogy to the workplace in terms of how correctional organizations actually discourage employee initiative. A brief but insightful account, its message is that learned helplessness can be overcome by managers who move from requiring compliance to relying on commitment.

50. Moore, Mark H. *Creating Public Value: Strategic Management in Government* (Cambridge, MA: Harvard University Press, 1995), 402 pages.

This author's definition of management embraces everyone from elected chief executives to anyone responsible for executing laws, deploying public resources, or implementing policy—especially those with direct fiscal authority and accountability for government performance. Essentially, it explores how such managers can cope with “inconsistent political mandates,” as well as maintain an innovative outlook in the face of changing environments. Based on a wide variety of case studies (e.g., William Ruckelshous and the EPA, Jerome Miller and the Department of Youth Services, Lee Brown and the Houston Police Department), the book traces their experiences in the process of envisioning, strategizing, and creating “public value.”

51. Morrison, Ann M. *The New Leaders: Guidelines on Leadership Diversity in America* (San Francisco: Jossey-Bass, 1992), 317 pages.

Based on “best practices” from throughout the country that have demonstrated success in encouraging the advancement of women and people of color, this book provides a “step-by-step action plan” for creating diversity initiatives that achieve “measurable results.” Using strategies grounded in leadership principles and organizational change, it offers detailed guidelines for everything from assessing an agency's diversity needs to designing tailor-made interventions, making diversity part of the organizational culture, and measuring resulting outcomes.

52. Pinchot, Gifford, and Pinchot, Elizabeth. *The End of Bureaucracy and the Rise of the Intelligent Organization* (San Francisco: Berrett-Kiehl Publishers, 1994), 399 pages.

Beginning with an overview of why bureaucracy once worked but no longer does (among other factors, its inflexibility in the face of rapid change), the authors envision the next paradigm shift as bureaucracy is transformed into a new “intelligent organization”..... One no longer relying exclusively on intelligence at the top, but encouraging and incorporating intelligent contributions from every member. One with a foundation built upon rights, truth, equality, and community responsibility—the ideals upon which America itself was founded. As Warren Bennis, (writing in the foreword), notes, the leaders of such organizations “will be the antithesis of the authoritarian leaders of our bureaucratic past. Instead of ordering, they will orchestrate.”

53. Pozzi, Rocco A. “The Leadership Void in Community Corrections,” *Corrections Management Quarterly*, Vol. 3, No. 1 (Winter, 1999): 56-59.

Placing responsibility for long periods of stagnation in community corrections on lack of insightful leadership, the author examines the characteristics of leaders, from both conceptual and practical perspectives. Five pragmatic principles are

offered that, while relatively generic, could be applied to leadership in community corrections.

54. *Proceedings of the Large Jail Network Meeting* (Longmont, CO: National Institute of Corrections, January, 1998).

The topic of this session of NIC's Large Jail Network Meeting, "The Future of Our Workforce," begins with an opening address identifying the megatrends, social changes, and organizational challenges that set the stage today as corrections embraces Generation X employees. Additional presentations and roundtable discussions focus on how this new breed of workers challenges leaders, what motivates them on the job, and what strategies can be implemented to address their job-related needs.

55. Raines, Claire. *Beyond Generation X: A Practical Guide for Managers* (Menlo Park, CA: Crisp Learning), 120 pages.

Based on the premise that voluntary turnover is one of the most costly and significant challenges facing employers today, this book responds to the growing labor crisis with practical solutions to the common sources of job dissatisfaction among Generation Xers. Beginning with an overview of their work-related attributes, the author identifies labels, stereotypes, and common complaints about Generation Xers. Then the tables are turned and questions are posed for "managers to ponder" with regard to their relationships with this new breed in the workforce. Three generations (Traditionalists, Baby Boomers, and Generation Xers) are compared in terms of their differential outlook, work ethic, view of authority, leadership style, self-other relationships, and overall perspective. The remainder of the book is largely a collection of creative, "outside-the-box" techniques for building bridges between them (e.g., improving morale by filling an employee's workstation with balloons, recharging energy by asking everybody to work *under* their desks for an hour, etc.)

56. Raines, Claire, and Hunt, Jim. *The Xers and the Boomers: From Adversaries to Allies—A Diplomat's Guide* (Berkeley, CA: Crisp Publications, 2000), 110 pages.

This book builds on case studies collected by the authors from throughout the world of work. It is interspersed with anecdotes, quotes about stereotypical characteristics of xers and boomers, and historical events that shaped them. Each chapter is structured around on-the-job stories designed to create both an awareness of generation-typical behavior and a stimulus to make adaptive changes. The stories are analyzed on the basis of twelve core "delineators," which the authors use to juxtapose xers and boomers—ranging from their varying perspectives on work and the work ethic to how their values differ in terms of communication, authority, technology, entitlement, and approaching the future. These delineators provide the foundation for exploring the unique world view of these generations.

Each chapter ends with practical tips for accommodating inter-generational differences when providing services, building teams, dealing with conflict, managing performance problems, and handling similar work-related challenges.

57. Schein, Edgar H. *Organizational Culture and Leadership*, 2nd ed. (San Francisco: Jossey-Bass, 1997), 418 pages.

While written for and about the private sector, much of the material in this book is equally relevant to public sector leaders attempting to deal with organizational culture. Beyond defining and describing the essential attributes of culture, the author discusses how to study, manage, and interpret it, using two widely-differing agency examples to illustrate points throughout the narrative, and intricately linking the role of leadership to the initial creation, on-going management, and inevitable alteration of organizational culture.

58. Senge, Peter. *The Fifth Discipline* (New York: Doubleday, 1994; originally published, 1990), 423 pages.

A classic work that laid the groundwork for Pinchots' concept of the "intelligent organization," this book's title refers to the author's belief that innovations need to be viewed as disciplines—i.e., the knowledge, theory, and techniques that provide a "developmental path for acquiring certain skills or competencies." The five identified as vital to the creation of organizations that can truly "learn" and become self-renewing are systems thinking, personal mastery, mental models, shared vision, and team learning. Seeking to overcome the "learning disabilities" that constrain the competence of many contemporary organizations, Senge explores these disciplines, with the fifth considered the cornerstone of the "learning organization."

59. Siegel, Michael Eric. "Probation and Pretrial Chiefs Can Learn from the Leadership Styles of American Presidents," *Federal Probation* (June, 2000): 27-33.

A rather unique perspective, this article analyzes the leadership styles of several recent U.S. presidents in terms of their ability to strategize policy, deal with politics, structure their organization, and implement such processes as decision-making and conflict resolution. From this analysis, the author draws operational lessons and develops guidelines for correctional administrators.

60. Slate, Risdon, Wells, Terry L., and Johnson, W. Wesley. "Opening the Manager's Door: State Probation Officer Stress and Perceptions of Participation in Workplace Decision-making," *Crime and Delinquency*, Vol. 49, No. 4 (October, 2003): 519-41.

Based on the concept that the participatory involvement of employees in decision-making at work helps to reduce organizational stress, this study determined that employee perceptions of their participation in decision-making influences their job

satisfaction as well as symptoms of stress. In addition to presenting the findings of their study, the authors provide a detailed review of the literature on probation officer stress, job satisfaction, and burnout.

61. Smith, Stephen. "Keeping Score: Virginia Capitalizes on Staff Insight and Experience during Budget Challenges," *Corrections Today* (August, 2004): pp. 58-63.

Designed to counteract the pressures of resource limitations with opportunities to foster employee development, this article describes a strategic planning process ranging from formulation to development, implementation, and evaluation. Moving beyond a narrow fiscal focus, it takes a more flexible, broad-based approach to employee rewards that is more intrinsically-oriented, and incorporates such components as recognition, work environment, and personal development.

62. Stickrath, Thomas J. and Sheppard, Richard L., Jr. "Wanted: The Best and the Brightest—Innovative Approaches to Selection and Hiring," *Corrections Today* (August, 2004): 64-71.

As the title implies, these authors present research-based techniques for job analysis, as well as test development and validation for employing correctional officers. Nevertheless, many of the approaches and concepts that they discuss, (such as person-environment fit), have generic application to community corrections.

63. Stinchcomb, Jeanne B. "Searching for Stress in All the Wrong Places: Combating Chronic Organizational Stressors in Policing," *Police Practice and Research*, Vol. 5, No. 3 (July, 2004): 259-277.

While obviously addressing stress in police agencies, much of the content of this article is just as applicable to corrections, particularly in terms of the role of organizational culture in promoting and reinforcing organizationally-induced stress. As such, it deviates from traditional approaches to stress-provoking traumatic incidents by viewing both sources and solutions from different perspectives. Looking at the impact of daily, routine stressors on the long-term health and well-being of employees, the article explores the stress-reducing impact of changes in organizational features ranging from communication and decision-making to managerial practices and disciplinary actions.

64. Stinchcomb, Jeanne B. "Making the Grade: Professionalizing the 21st Century Workforce through Higher Education Partnerships," *Corrections Today* (August, 2004): 90-98.

Recognizing that how much educational levels have escalated in the U.S., this article points out that the challenge for corrections is not as simple as advocating increasingly higher educational credentials. Rather, the author maintains that there are much more complex issues involved, related to "projecting future staffing

needs, restructuring and enriching existing jobs, targeting appropriate applicants, and developing career ladders.” But the overall message is that none of this can be accomplished in isolation—and in that regard, opportunities are explored for corrections to develop collaborative partnerships with higher education to promote their mutual objectives.

65. The Quiet Crisis: Recruitment and Retention in the Public Sector, Report of the Recruitment and Retention Task Force, Federation of Public Employees/AFT, (no date), 26 pages, available at http://www.aft.org/pubs-reports/pubemps/Quiet_Crisis.pdf

Charged with examining the impact and implications of the aging population in government service, this report is both descriptive and prescriptive. Comparing public to private-sector employment, clear documentation is provided describing why government agencies need to be concerned about impending workforce attrition. From a prescriptive standpoint, both monetary and nonmonetary strategies are presented, (along with transitional retirement options), for more effectively attracting and retaining public sector employees.

66. Thornburg, Linda. “The Age Wave Hits: What Older Workers Want and Need,” *HRM Magazine* (February, 1995):. 40-45.

Written primarily for Human Resources (HR) managers, this article suggests a number of non-traditional approaches to coping with the dual impact of a rapidly aging workforce and a dramatically changing workplace. Citing such organizational trends as downsizing, outsourcing, and technological restructuring, the author examines accompanying challenges for HR in terms of linking older workers with employer needs and redesigning everything from compensation and benefit packages to work schedules and training programs. With older employees now becoming an ever-accelerating proportion of the U.S. population, the author’s advice for retaining their job-related capabilities past traditional retirement age provides a timely message as this talent pool becomes a critical source of productive workers.

67. Tulgan, Bruce. *The Manager’s Pocket Guide to Generation X* (Amherst, MA: HRD Press, 1997), 102 pages. (Note: Bruce Tulgan’s organizational affiliate, Rainmaker, Inc. also produces an on-line newsletter, *Generation X: The Workforce of the Future*).

For those who want a quick overview of everything from recruiting and orienting Generation Xers to training, mentoring, managing, and retaining them, this pocket-sized paperback quickly zeros-in on the essentials. Each brief section focuses on four key elements or features of the chapter’s topic, although accompanying narrative is sparse, with each one described in a sentence or two. Interspersed throughout are brainstorming exercises, self-assessment questionnaires, pitfalls to avoid, and even “awareness-raising reality checks”—short self-tests designed to determine the reader’s knowledge of Generation Xers. In an effort to encourage

learning from real-life successes and failures at the workplace, the book ends with 50 case studies describing both positive and negative management scenarios.

68. Tulgan, Bruce. *Managing Generation X: How to Bring Out the Best in Young Talent* (New York: W.W. Norton and Company, 2000), 287 pages.

Determined to debunk popular misperceptions about xers being slackers with short attention spans who seek instant gratification, the author's observations are based on interviews with hundreds of employees who were asked about how their employer's management style affects their work. Thus, the book's foundation rests on stories told by xers themselves—from which four job-related needs emerged: i.e., to belong to an enterprise where one can make a meaningful contribution, continually grow and learn, exercise entrepreneurial ownership, and feel secure in terms of work-related status. But because most respondents did not believe that they enjoyed these attributes in their current jobs, the book is primarily designed to help organizational administrators avoid “squandering one of their most valuable resources” by rising to the challenge of more effectively managing this new generation of workers.

69. Tulgan, Bruce, and Martin, Carolyn A. *Managing Generation Y: Global Citizens Born in the Late Seventies and Early Eighties* (Amherst, Massachusetts: HRD Press, 2001), 105 pages.

An overview of the younger siblings of Generation X, this book is designed to bring out the best of these employees in the workplace. A small, short, and engaging paperback, it paints a positive portrait of Generation Y as confident, education-minded, tolerant, upbeat, and even altruistic. Empowered by technology and brimming with self-esteem, they are portrayed as being primarily driven by a desire for meaningful work. Fiercely independent, they are described as self-reliant, outside-the-box thinkers who want increasing responsibility, exciting challenges, and want it all *right now!* With that in mind, the book addresses how *not* to manage Generation Y employees, concluding with tips for meeting fourteen fundamental expectations of these workers—ranging from balancing tasks with freedom and flexibility to providing on-going feedback and learning opportunities.

70. Wood, Robert, and Payne, Tim. *Competency-based Recruitment and Selection: A Practical Guide* (New York: John Wiley, 1998), 194 pages.

Written on the premise that professional recruitment and selection practices are most effective when based on specifically-identified competencies, this is a “how-to” guide for everything from establishing recruitment and selection criteria to attracting, screening, and assessing candidates. Given the current emphasis on evidence-based practices, incorporating competency-based procedures throughout the recruitment and selection process would appear to be both timely and practical, as well as in keeping with the contemporary paradigm in community corrections.

71. Zemke, Ron, Raines, Claire, and Filipczak, Bob. *Generations at Work: Managing the Clash of Veterans, Boomers, Xers, and Nexters in Your Workplace* (New York: American Management Association, 2000), 280 pages.

Viewing today's generational gap as a "four-way divide," this book begins with descriptive profiles of the four generational groups in the workforce—Veterans, Baby Boomers, Generation Xers, and Generation Nexters. It then explores problems, pressures, and opportunities resulting from their interaction. Case studies are provided in which the practices of five exemplary companies are highlighted as models for their ability to effectively integrate generational diversity on the job. Additionally, a panel of experts provides advice to a hypothetical manager in a generationally-divided department. The book concludes with a question-and-answer section in which the authors respond to 21 "most frequently-asked generation-based questions." Perhaps one of the most valuable resources is the appendix, which provides an inventory that can be used to assess the generational "friendliness" of an organization, along with a listing of internet resources that can promote better understanding of generational differences.