

BOOK REVIEW

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A Review of *Correctional Supervisory Management*

REFERENCE: Archambeault, W. G. and Archambeault, B. J., *Correctional Supervisory Management: Principles of Organization, Policy, and Law*, Prentice-Hall, Englewood Cliffs, NJ, 1982, 454 pages, \$18.95.

This textbook addresses one of the most important and least examined issues in the history of correctional development, the teaching and training of the people in the correctional system.

The result is an impressive and solid work of scholarship, drawing on a wide range of published and unpublished sources, combining detailed research with insightful analysis. It is certain to become, or should become, a standard reference work on the subject, but only as to supervisory management.

There is only one chapter on the correctional employee, out of 448 pages. The preface states that the text "is designed for use in four-year, two-year colleges" and for supervisory and management personnel. It would not be amiss to state that the authors have assumed that the faults of the correctional system lie with the supervisory and management people and presuppose that all such staff have a college education. One wonders whether the problems in the system are due to them or, in spite of their work, with those of the lower echelons. The preface states that "many, if not most, of the problems confronting correctional organizations are solvable by people employed by the organization, *if the potential of each correctional worker is more fully utilized and directed through improvements in the organization's process of correctional supervisory management* [authors' italics]."

I do not fully agree with the foregoing quotation. You cannot blame the supervisors and management people until you fully explore and correct the basic complex socioeconomic problems which plague us and inexorably lead to crime. There is no discussion by the authors of the overwhelming burden on the whole correctional system brought about by a number of problems, such as the increase in criminal activity or the abysmal failure to provide adequate housing, resulting in overcrowding, plea-bargaining, mandatory sentencing, and the like, as well as budget cuts, all resulting in a crushing load on the correctional system.

The Kernor report had it all—what was wrong and how to correct it. It was ignored then and is still being ignored.

The approach taken by the authors is certainly different, if valid. It is a good college text analyzing management and supervisory problems from the top to the bottom. The hypothetical cases used in the chapters are excellent in allowing the students to analyze problems, define the issue, and reach a solution.

As a teaching instrument the text does what it is supposed to do. Whether it will resolve the correctional problems is questionable; only time will tell.

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