

Research on California Parole Agents

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Organizational change from all angles

Methodological

Substantive

- Organizational socialization
- Discretionary decision-making
- **Power and politics**



"...monumental shift in how we manage prisons."

When to exit the field?



- Unlike self-contained data sets
- It's on-going (still in the news every day) and it's only getting "hotter".
- Agents are being promoted, moved, and/or placed on new teams. Some are developing new perspectives and are changing their notions of parole.

Possible implications

- One of just a handful of studies of parole agents in California. Important given CA's size, design & correctional population.
- Key to study organizational change processes *during* the change and from the bottom-up.
- Examines street-level bureaucrats (Lipsky 1979, 1980) in a new way. Extends the casework examples to quasi-street level bureaucrats with autonomy and decision-making power beyond the scope of Lipsky's bureaucrats.
- Not likely to impact the governor, parole agents or union.