

Reframing Roles in Reentry Revocation: Negotiating correctional reform in 'the Terminator's' California

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Changing California's Corrections



- "Massive reform"
- Rehabilitation
- *Valdivia v. Schwarzenegger* 2003
 - due process
- Role conflict
- Reframing

The impact of the *Valdivia* settlement

Pre-Valdivia

- Administrative process
- Informal
- Single phase hearing
- DC discretion regarding “preponderance of evidence”
- DC partnership with agents

Post-Valdivia

- Extended due process
- Formal, 2-part hearing
- Est. standard timelines
- Attorney
- No additional training for agents
- Role change: DC, parolee, parole agent

Theoretical Framework (1)

Framing (Goffman 1974)

- “locate, perceive, identify and label” events and circumstances (21)
- Interactive process that assists with understanding roles w/in institutional logics (Friedland & Alford 1991)

Roles and role conflict

- “Meaningful unit” (Turner 1956:316)
- Occupational role
- Inconsistency in expectations = role conflict

Theoretical Framework (2)

Roles (continued...)

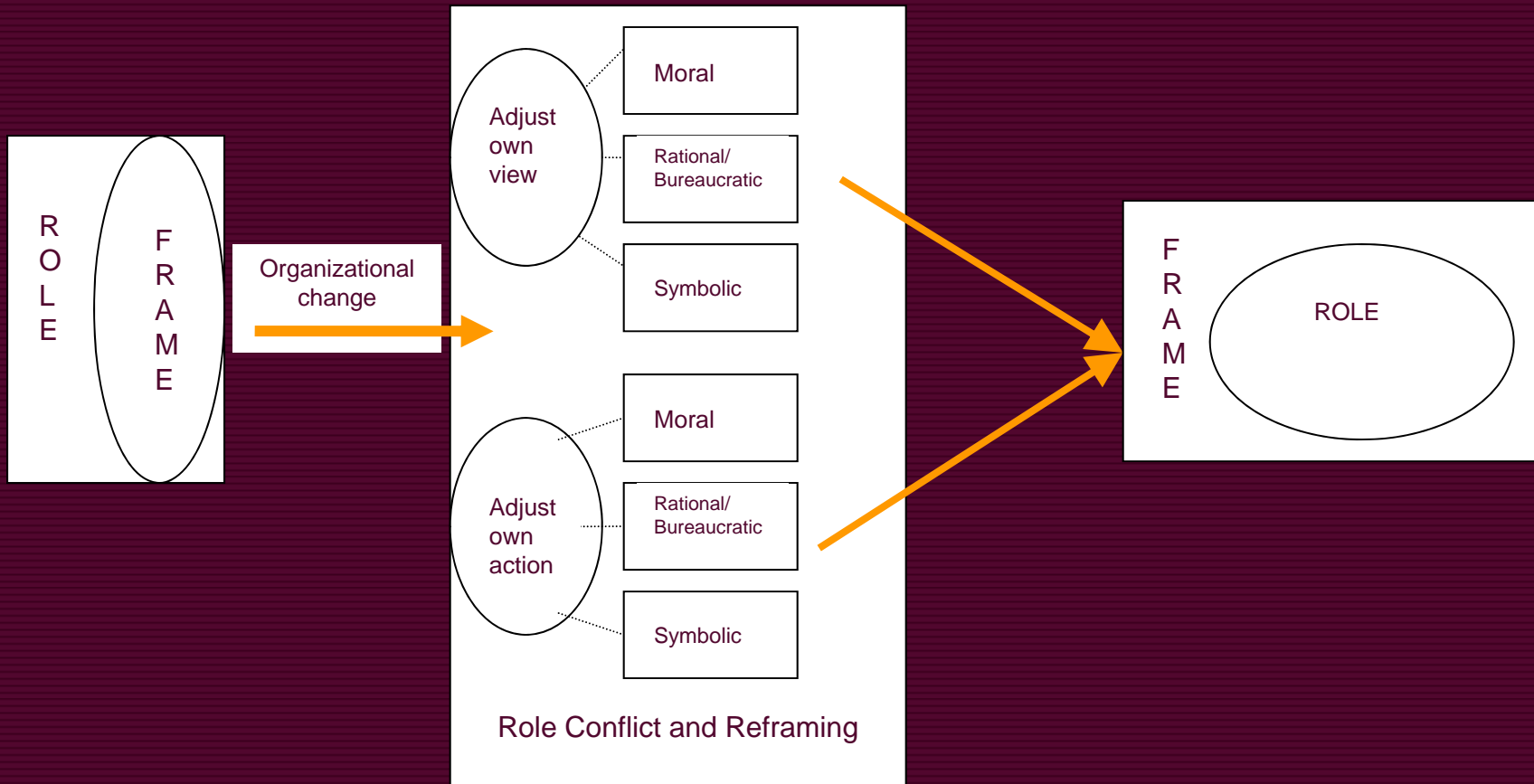
2 types: (similar to Biddle 1986)

- intra-role conflict
- inter-role conflict

3 resolutions: (Hall 1972)

- Negotiating with others to restructure roles
- Restructuring own view of roles
- Adjusting own behavior

The Reframing Process



The Ethnography

- 36-month participant observation (1300 hours)
- Multi-site
- 17 parole units in CA, 132 agents
- 23 parole revocation hearings (14 + 17.5 hours)
- Typical hearing visit (pre-, during, and post-hearing)

Reframing organizational change: Changing one's view

Pre-Valdivia

- Agent Easton

Post-Valdivia

- Agent Tucker



- Representative
- Typical

AGENT EASTON—PRE-*VALDIVIA*

FRAME: Hearing as “Administrative Necessity”

Pre-Hearing

Dress

The case

“Administrative hearing”

“No real legal stuff”

“Sides with agent, unless moron”

The Hearing

3 charges

Agent description & role

Parolee statement

DC and agent relationship

DC lectures parolee

Post-Hearing

Moral (partnership)

Rational/Bureaucratic (waste time/\$)

Symbolic (legitimization)

AGENT TUCKER—POST-*VALDIVIA*

REFRAME: Hearing as a “Necessary Evil”

Pre-Hearing

Dress

The case

“Act like attorney”

“Friggin’ attorneys”

“Judge Judy’s courtroom”

The Hearing

2 charges

Agent description

Attorney role

Police statement

DC sides with attorney

Post-Hearing

Moral (adversary)

Rational/Bureaucratic
(waste time/\$)

Symbolic (de-legitimization)

Reframing organizational change: Changing one's behavior

- Moral resistance ("side bets") (Becker 1960)
- Rational/Bureaucratic (informal training)
- Symbolic re-legitimization

Implications

Theoretical

- Org change
- Decision Making Theory
- Street-Level Bureaucrats
- Role conflict in organizations

Policy-related

- Reentry
- Recidivism
- Training
- Organizational identity