

**TABLE 11.3**

## Functioning of Law Enforcement Agencies

1. The agencies of law enforcement are bureaucratic organizations.
2. An organization and its members tend to substitute for the official goals and norms of the organization's ongoing policies and activities, which will maximize rewards and minimize the strains on the organization.
3. This goal-substitution is made possible by:
  - a. the absence of motivation on the part of the role-occupants to resist pressures toward goal-substitution.
  - b. the pervasiveness of discretionary choice permitted by the substantive criminal law, and the norms defining the roles of the members of the enforcement agencies.
  - c. the absence of effective sanctions for the norms defining the roles in those agencies.
4. Law enforcement agencies depend for resource allocation on political organizations.
5. It will maximize rewards and minimize strains for the organization to process those who are politically weak and powerless and to refrain from processing those who are politically powerful.
6. Therefore it may be expected that law-enforcement agencies will process a disproportionately high number of the politically weak and powerless, while ignoring the violations of those with power.

Source: Chambliss, W., & Seidman, R. (1971). *Law, order, and power*. Reading, MA: Addison-Wesley, p. 269.