



# Organizational Change in the U.S. Customs and Border Protection Agency

By William J. Griffith

Biblioscholar Nov 2012, 2012. Taschenbuch. Book Condition: Neu. 246x189x3 mm. This item is printed on demand - Print on Demand Neuware - The creation of the Customs and Border Protection (CBP) in 2003 was a monumental, yet incomplete organizational step towards integrating border protection operations. Customs and Border Protection is constantly improving integration and unity of effort among its operational components: the Office of Field Operations (OFO), Office of Border Patrol (OBP), and the Office of Air and Marine (OAM). In October 2010, Homeland Security Secretary Napolitano approved CBP Commissioner Bersin's request to initiate a Joint Field Command (JFC) configuration modeled on Department of Defense regional unified commands. A JFC groups all elements of OFO, OBP, and OAM in a defined geographical area under one regional commander and headquarters. Although CBP has not conducted a formal assessment of the first JFC in Arizona, confusion surrounds the appropriateness of joint configurations in CBP and any decision to continue implementation across the organization. The question is, is the CBP effort likely to succeed Joint Field Command - Arizona is only a year old so there are no meaningful empirical measures of effectiveness available. Therefore, this study drew from organization theory to determine...

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