

Cambridge Elements =

Elements in Organization Theory
edited by
Nelson Phillips
Imperial College London
Royston Greenwood
University of Alberta

COMPREHENDING THE INCOMPREHENSIBLE

Organization Theory and Child Sexual Abuse in Organizations

Donald Palmer
University of California, Davis
Valerie Feldman
University of California, Davis





CAMBRIDGEUNIVERSITY PRESS

University Printing House, Cambridge CB2 8BS, United Kingdom
One Liberty Plaza, 20th Floor, New York, NY 10006, USA
477 Williamstown Road, Port Melbourne, VIC 3207, Australia
314–321, 3rd Floor, Plot 3, Splendor Forum, Jasola District Centre,
New Delhi – 110025, India

79 Anson Road, #06-04/06, Singapore 079906

Cambridge University Press is part of the University of Cambridge.

It furthers the University's mission by disseminating knowledge in the pursuit of education, learning, and research at the highest international levels of excellence.

www.cambridge.org Information on this title: www.cambridge.org/9781108439299 DOI: 10.1017/9781108539524

© Donald Palmer and Valerie Feldman 2018

This publication is in copyright. Subject to statutory exception and to the provisions of relevant collective licensing agreements, no reproduction of any part may take place without the written permission of Cambridge University Press.

First published 2018

A catalogue record for this publication is available from the British Library.

ISBN 978-1-108-43929-9 Paperback ISSN 2397-947X (online) ISSN 2514-3859 (print)

Cambridge University Press has no responsibility for the persistence or accuracy of URLs for external or third-party internet websites referred to in this publication and does not guarantee that any content on such websites is, or will remain, accurate or appropriate.



Comprehending the Incomprehensible

Organization Theory and Child Sexual Abuse in Organizations

Elements in Organization Theory

DOI: 10.1017/9781108539524 First published online: July 2018

Donald Palmer University of California, Davis Valerie Feldman University of California, Davis

Abstract: This Element describes child sexual abuse and the formal organizations in which it can occur, reviews extant perspectives on child abuse, and explains how an organization theory approach can advance understanding of this phenomenon. It then elaborates the main paths through which organizational structures can influence child sexual abuse in organizations and analyzes how these structures operate through these paths to impact the perpetration, detection, and response to abuse. The analysis is illustrated throughout with reports of child sexual abuse published in a variety of sources. The Element concludes with a brief discussion of the policy implications of this analysis.

Keywords: organization theory, child sexual abuse,

© Donald Palmer and Valerie Feldman 2018

ISBNs: 9781108439299 (PB) 9781108539524 (OC) ISSNs: 2397-947X (online) 2514-3859 (print)



Contents

1	Introduction	page 1
2	The Paths through Which Organizational Structures Can Influence Child Sexual Abuse in Organizations	8
3	Incentive and Administrative Systems	14
4	Power Structures	19
5	Cultural Arrangements	29
6	Institutional Processes	40
7	Total Institutions	48
8	Implications and Conclusion	60
	Appendix I: Royal Commission Case Studies Referenced	
	This Element	69
	References	70