New management techniques and restructuring for accountability in Australian police organisations

Abstract
This paper examines the implementation of new management techniques in Australian police services since the late 1980s, within an international context of demands for greater public sector efficiencies and accountability. Through an examination of police organisations in Queensland and New South Wales, the paper demonstrates that the impetus for organisational change, particularly in the context of employment practices has largely been driven by revelations of entrenched corruption and police misconduct. As a result, organisational goals of accountability and cultural change have been the critical influences on the restructuring agenda. The paper argues that management strategies should be suited to the specific organisational settings within which they are being applied. It suggests that the process of restructuring and the emphasis on changing employment practices have led to greater potential for conflict between management and police officers.

Keywords
Accountability  Australia  Restructuring  Corporate culture  Strategic management  Police  Public sector