



Performance-Based Management for Police Organizations

Paul E. O'Connell, Frank Straub

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Paul O'Connell and Frank Straub summarize the evolution of performance-based management applied to police institutions and provide an overview of the primary components in developing a flexible, accountability-driven process that responds effectively to changing conditions. A performance-based management system involves thoughtful analysis of organizational culture, the use of technology to examine potential problems, and the maximization of available resources. Important elements include: the collection and mapping of real-time data, careful crime analysis, the implementation of policies to address the problems identified, and a means of measuring results. Progressive, entrepreneurial police leaders employ training, clear-cut goals, communication, feedback, and objective measurement to build agile organizations that anticipate challenges and generate value for their communities.

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