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Police and performance indicators. Lessons from a comparative study

For the last thirty years, standards, tools, methods from management (new forms of budgeting, performance measurement, performance-related pay, outsourcing of certain activities, etc.) have been introduced into police organisations. Using comparative research of police performance management in France and England, based on 160 interviews of police officers at various levels of the police organisation, this presentation examines to what extent this move mean a change in the nature of police work (police priorities and targets), in the police organisation (decentralisation vs centralisation, organisational rivalries), in professional identities of police officers and in relations with external partners. The presentation draws broader lessons on the relation between the police, state and society in the two countries.