This text discusses internal and external factors affecting police administration, as well as its legal and financial aspects and special problems such as police stress. It draws on the empirical literature and uses a public administration perspective. The authors demonstrate the impact of social and political forces on policing and show how organizational and leadership theories apply to police work. The modern manager's major role is that of communicator; the text discusses styles of and barriers to communication. It cites decisionmaking principles helpful to police (as well as common errors) and suggests the personality characteristics and qualities of a good decisionmaker. Sound personnel practices may be the most vital element of effective police work; the text covers personnel selection and evaluation procedures, salary administration, retirement counseling, minority recruitment, and other concerns. A discussion of the causes and indicators of police stress is designed to help police executives develop stress reduction and management programs. A review of labor relations clarifies complex issues for managers. The text also considers legal liability, budgeting and funding sources, and productivity improvement. Methods of organizational change and change agents are described. News clippings and anecdotes illustrate the narrative.

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