

CHANGING
POLICE
CULTURE

Policing in a Multicultural Society

JANET B. L. CHAN

University of New South Wales



CAMBRIDGE
UNIVERSITY PRESS

Contents

<i>List of Figures</i>	vii
<i>List of Tables</i>	vii
<i>Acknowledgements</i>	ix
<i>Abbreviations</i>	xi
Introduction	1
1 Policing in a Multicultural Society	15
Police Racism	17
Attitudes of Minority Groups towards Police	25
2 Discrimination and Police Work	28
Reactive Policing	29
Institutionalised Racism	38
Organisation of Policing	40
3 Strategies for Change	49
Tightening Rules	51
Changing Police Culture	55
4 Re-examining Police Culture	65
Problems with Current Theories	65
A Reconceptualisation	67
The Habitus of Policing	76
The Field of Police–Minority Interactions	80
New Meaning of Cultural Change	92

5	Police and Minorities in New South Wales	94
	Police Contact with Minorities	96
	Overcoming the Language Barrier	100
	Other Difficulties with Visible Minorities	108
	Harassment of Ethnic Youth	110
6	Under New Management	117
	Prelude to Change	118
	Changing Concept of Policing	120
	Organisational Restructuring	124
	Changes to Recruitment and Training	129
	Developing Community-based Initiatives	136
7	Ethnic Affairs Policy Statement: The Paper Chase	156
	Formulation	156
	Implementation	159
	An Assessment	161
	What Went Wrong?	164
8	<i>Cop It Sweet</i> : Reform by Media	169
	<i>Cop It Sweet</i>	169
	Negotiating the Public Discourse	171
	Organisational Reaction and Repair	175
	Media, Scandal and Reform	183
9	Processes and Outcomes of Change	188
	Formulation and Implementation of Strategies	189
	Activation of Organisational Processes	190
	Police Acceptance of Reforms	203
	Production of Outcomes	213
10	Changing Police Culture	223
	Lessons from New South Wales	226
	Prospects for Cultural Change	232
	<i>Bibliography of Works Cited</i>	239
	<i>Index</i>	250