



THE UNIVERSITY OF  
WESTERN AUSTRALIA

# Education Policy and Practices

# Accountability

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# Steering at a distance

- Weicks (1979)
  - The Social Psychology of Organising
  - Loose-tight
- Peters and Waterman (1982)
  - In the Search of Excellence
  - Simultaneous Loose-Tight Properties

# Accountability Tools




- Mission statements (values)
- Outcomes
- Audits
- Management by objectives
- Quality circles (teams)
- TQM, PPBS, PERT, CPM, Scanlon Plans and so on

# The Rise of Flexibility



- Built-in-Flexibility
- The need for both flexibility and stability
- Empowering
- Making active

# Types of Accountability



- The State
  - Laws
  - Regulations
- The Profession
  - Codes of Conduct
  - Ethics
- The Market
  - Costs
  - Customers

# Peer Learning

In pairs read pp. 144-146

- Partner 1 reads ‘relations of regulation or reason.’
- Partner 2 reads ‘external or internal goods.’
- 1 teaches 2 and vice-versa
- Together draft 3 truth statements –
  - We have agreed it is true that accountability...
- Share with group.