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- I. Definition: the *permanent* government, i.e., those *appointed* officials (civilian or military) whose terms of office continue irrespective of changes in *elected* officials
  - II. Distinctiveness of the American bureaucracy
    - A. Separation of powers → two masters: executive and legislative
    - B. Federalism's division of powers → most federal agencies share powers with state & local governments
    - C. Bill of Rights' guarantees of individual rights → more court scrutiny of bureaucratic decisions
    - D. Mixed economy → less government ownership, but more government regulation of private enterprise
  - III. The growth of the bureaucracy Figure 11.1, p. 268
    - A. Bureaucracy before the New Deal era
    - B. A change in role (after WWII)
  - IV. The federal bureaucracy today Table 11.1, p. 270, Figure 11.2, p. 271
    - A. Recruitment and retention
      - 1. The buddy system
      - 2. Senior executive service
      - 3. Agency point of view
    - B. Personal attributes Table 11.2, p. 275, & Table 10.3, p. 276
    - C. Roles and mission
    - D. Outside Forces
      - 1. Desire for autonomy
      - 2. Agency allies
      - 3. Iron triangle
    - E. Conflict of interest
  - V. Congressional oversight
    - A. The appropriations committee and legislative committees
    - B. Congressional investigations
  - VI. Bureaucratic "pathologies" pp. 282-85
    - A. Red tape
      - 1. Definition: overly complex rules & procedures
      - 2. Causes
        - a. External demands for accountability & special interest advantage
        - b. Internal bureaucratic self-interest
      - 3. Examples
        - a. Tax code
        - b. Welfare eligibility rules (for the poor)
    - B. Mission conflict
      - 1. Definition: two or more agencies pursue contradictory goals
      - 2. Causes
        - a. Dispersion of power between & within executive and legislative branches
        - b. Internal bureaucratic self-interest
      - 3. Examples
        - a. Tobacco policies
        - b. Flood-plane/barrier-island development policies

- C. Mission duplication
  - 1. Definition: two or more agencies assigned same mission
  - 2. Causes
    - a. Dispersion of power between & within executive and legislative branches
    - b. Internal bureaucratic self-interest
  - 3. Examples
    - a. Drug suppression agencies
    - b. Separate branches of military
- D. Imperialism
  - 1. Definition: mission-expansion or continuation that can't be justified
  - 2. Causes
    - a. Failure of external legislative oversight
    - b. Internal bureaucratic self-interest
  - 3. Examples
    - a. Agricultural extension agencies
    - b. U.S. military forces in Europe & Asia
- E. Waste
  - 1. Definition: spending more than necessary to buy or produce some product or service
  - 2. Causes
    - a. Weak incentives to spend wisely
      - (1) Spend-it-or-lose-it rule
      - (2) Clientele (beneficiaries) are much more attentive than taxpayers
    - b. Strong incentives to spend unwisely
      - (1) Administrative salaries usually tied to number of employees supervised
      - (2) Disproportionate influence of money in politics
  - 3. Examples
    - a. Waste of expendables (e.g., ammunition by military)
    - b. Administrative bloat
      - (1) U.N.C. system and U.N.C.W.
      - (2) U.S. military
    - c. Wealthy *individuals* receiving public assistance
      - (1) Ocean-front property insurance subsidies
      - (2) Social Security and Medicare benefits
    - d. Wealthy *corporations* receiving public assistance
      - (1) Tax breaks not available to small businesses
      - (2) Federal subsidies not available to small businesses

- VII. Reinventing government: three problems impeding reform
  - A. Dilemma — reducing red tape v. increasing other pathologies
  - B. Human nature flaws
    - 1. Self-interestedness
    - 2. Short-sightedness and emotion
  - C. Institutional safeguards – dispersion of power

### VIII. Summary