Chapter 11: The Bureaucracy

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
   A. Bureaucracy before the New Deal era
   B. A change in role (after WWII)

IV. The federal bureaucracy today
   A. Recruitment and retention
      1. The buddy system
      2. Senior executive service
      3. Agency point of view
   B. Personal attributes
   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