

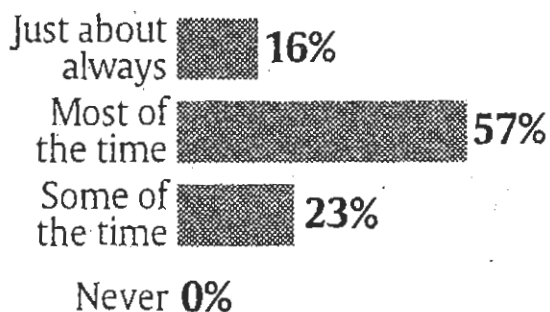


By Joe Heller, Green Bay Press-Gazette

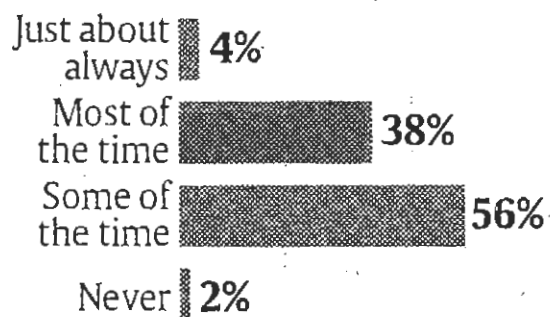
## Faith in government rebounds after attack

How much of the time do you think you can trust government in Washington to do what is right?

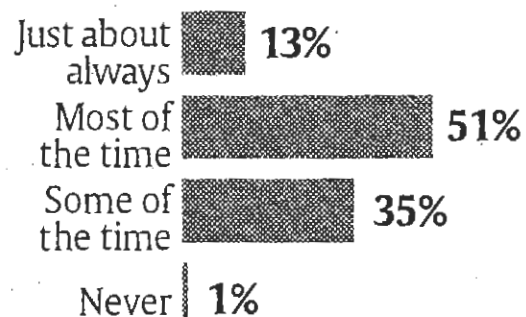
### 1958



### 2000



### 2001

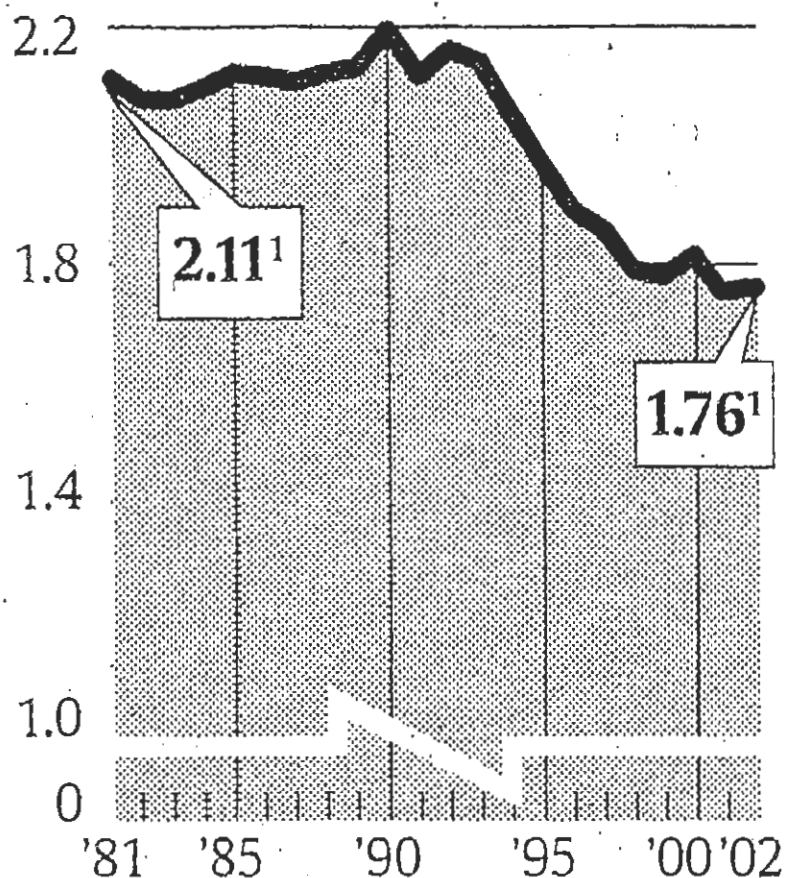


Sources: University of Michigan National Election Study, 1958 data; Gallup Poll, 2000 data (other responses not shown); ABC News-Washington Post poll Tuesday-Thursday.

By Julie Snider, USA TODAY

# Federal workforce has gotten smaller

(in millions)



1 - Estimate

Source: Office of Personnel Management  
Note: Full-time equivalent employees,  
excluding postal workers and uniformed  
military.

By Julie Snider, USA TODAY

**TABLE 4.1. GENERAL ENVIRONMENTAL CONDITIONS.**

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- *Technological conditions:* the general level of knowledge and capability in science, engineering, medicine, and other substantive areas; general capacities for communication, transportation, information processing, medical services, military weaponry, environmental analysis, production and manufacturing processes, and agricultural production.
  - *Legal conditions:* laws, regulations, legal procedures, court decisions; characteristics of legal institutions and values, such as provisions for individual rights and jury trials as well as the general institutionalization and stability of legal processes.
  - *Political conditions:* characteristics of the political processes and institutions in a society, such as the general form of government (socialism, communism, capitalism, and so on; degree of centralization, fragmentation, or federalism) and the degree of political stability (Carroll, Delacroix, and Goodstein, 1988). More direct and specific conditions include electoral outcomes, political party alignments and success, and policy initiatives within regimes.
  - *Economic conditions:* levels of prosperity, inflation, interest rates, and tax rates; characteristics of labor, capital, and economic markets within and between nations.
  - *Demographic conditions:* characteristics of the population such as age, gender, race, religion, and ethnic categories.
  - *Ecological conditions:* characteristics of the physical environment, including climate, geographical characteristics, pollution, natural resources, and the nature and density of organizational populations.
  - *Cultural conditions:* predominant values, attitudes, beliefs, social customs, and socialization processes concerning such things as sex roles, family structure, work orientation, and religious and political practices.
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**TABLE 4.2. DESCRIPTIVE AND ANALYTICAL DIMENSIONS  
OF ORGANIZATIONAL ENVIRONMENTS.**

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*Aldrich (1979)*

- Capacity: the extent to which the environment affords a rich or lean supply of necessary resources
- Homogeneity-heterogeneity: the degree to which important components of the environment are similar or dissimilar
- Stability-instability: the degree and rapidity of change in the important components or processes in the environment
- Concentration-dispersion: the degree to which important components of the environment are separated or close together, geographically or in terms of communication or logistics
- Domain consensus-dissensus: the degree to which the organization's domain (its operating locations, major functions and activities, and clients and customers served) is generally accepted or disputed and contested
- Turbulence: the degree to which changes in one part or aspect of the environment in turn create changes in another; the tendency of changes to reverberate and spread

*Dess and Beard (1984)*

- Munificence: the availability of needed resources
- Complexity: the homogeneity and concentration of the environment
- Dynamism: the stability and turbulence of the environment

*Miles (1980)*

*Static dimensions*

- Complexity: the number of different external components and characteristics an organization must deal with
- Routineness: the degree to which relations with the environment are routine and standardized
- Interconnectedness: the degree to which environmental components and processes are intertwined such that changes at one point reverberate and spread
- Remoteness: the immediacy and directness of an organization's relations with particular environmental components

*Dynamic dimensions*

- Change rate: the rate of change in important elements and conditions
- Unpredictability of change: the degree to which changes are patterned or predictable, as opposed to being sudden and difficult to anticipate

*Receptivity dimensions*

- Resource scarcity: availability of needed resources
  - Output receptivity: demand for products and by-products and external constraints and opposition to outputs
  - Domain-choice flexibility: the extent to which an organization is free or constrained in choices of domain (that is, populations to be served, geographical areas in which to operate, technologies or procedures to apply, and goods, services, and functions to provide—what the organization does, where it does it, how it does it, and for whom it does it)
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**TABLE 4.3. MAJOR ENVIRONMENTAL COMPONENTS  
FOR PUBLIC ORGANIZATIONS.**

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*General Values and Institutions of the Political Economy*

Political and economic traditions  
 Constitutional provisions and their legislative and judicial development  
     Due process  
     Equal protection of the laws  
     Democratic elections and representation (republican form)  
     Federal system  
     Separation of powers  
 Free-enterprise system (economic markets relatively free of government controls)

*Values and performance criteria for government organizations*

    Competence  
         Efficiency  
         Effectiveness  
         Timeliness  
         Reliability  
         Reasonableness  
     Responsiveness  
         Accountability, legality, responsiveness to rule of law and governmental authorities,  
             responsiveness to public demands  
         Adherence to ethical standards  
         Fairness, equal treatment, impartiality  
         Openness to external scrutiny and criticism

*Institutions, Entities, and Actors with Political Authority and Influence*

Chief executives  
     Executive staff and staff offices  
 Legislatures  
     Legislative committees  
     Individual legislators  
     Legislative staff  
 Courts  
 Other government agencies  
     Oversight and management agencies (GAO, OMB, OPM, GSA)  
     Competitors  
     Allies  
     Agencies or governmental units with joint programs  
 Other levels of government  
     "Higher" and "lower" levels  
     Intergovernmental agreements and districts  
 Interest groups  
     Client groups  
     Constituency groups  
     Professional associations  
 Policy subsystems  
     Issue networks  
     Interorganizational policy networks  
     Implementation structure  
 News media  
 General public opinion  
 Individual citizens with requests for services, complaints, and other contacts

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**TABLE 5.1. SOURCES OF POLITICAL AUTHORITY  
AND INFLUENCE OF INSTITUTIONS, ENTITIES, AND  
ACTORS IN THE POLITICAL SYSTEM.**

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*Chief Executives*

- Appointment of agency heads and other officials
- Executive staff and staff offices (for example, budget office)
- Initiating legislation and policy directions
- Vetoing legislation
- Executive orders and directives

*Legislative Bodies*

- Power of the purse: final approval of the budget
- Authorizing legislation for agency formation and operations
- Approval of executive appointments of officials
- Oversight activities: hearings, investigations
- Authority of legislative committees
- Initiating legislation

*Courts*

- Review of agency decisions
- Authority to render decisions that strongly influence agency operations
- Direct orders to agencies

*Government Agencies*

- Oversight and management authority (GAO, OMB, OPM, GSA)
- Competitors
- Allies
- Agencies or government units with joint programs

*Other Levels of Government*

- "Higher" and "lower" levels
- Intergovernmental agreements and districts

*Interest Groups*

- Client groups
- Constituency groups
- Professional associations

*Policy Subsystems and Policy Communities*

- Issue networks
- Interorganizational policy networks

*News Media*

- Constitutional protections of freedom of the press
- Open meetings laws, Sunshine laws

*General Public Opinion*

- Providing (or refusing to provide) popular support

*Individual Citizens*

- Requests for services, complaints, other contacts

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**TABLE 5.2. GUIDELINES FOR MANAGING  
RELATIONS WITH THE NEWS MEDIA.**

Experts on managing relations between government agencies and the news media propose such guidelines as the following:

- Understand the perspective of the media—their skepticism, their need for information and interesting stories, their time pressures.
- Organize media relations carefully—spend time and resources on them and link them with agency operations.
- Get out readable press releases providing good news about the agency; be patient if the media respond slowly.
- Respond to bad news and embarrassing incidents rapidly, with clear statements of the agency's side of the story.
- Seek corrections of inaccurate reporting.
- Use the media to help boost the agency's image, to implement programs, and to communicate with employees.
- To carry all this off effectively, make sure that the agency performs well, and be honest.

The Community Relations Office of the City of Claremont, California, published the following guidelines for managing relations with reporters:

- Prepare an agenda on each subject the media may be interested in. Include a list of three to five points you want to "sell" the reporter.
- Write or verbally deliver "quotable quotes" of ten words or less.
- Listen carefully to the question. The reporter may have made incorrect assumptions, and you will need to give clearer background information before answering the question.
- Avoid an argument with the reporter.
- If interrupted in midthought, proceed with your original answer before answering the new question.
- Challenge any effort to put words into your mouth.
- Don't just answer the question; use the question as a springboard to "sell" your agenda.
- If you do not know the answer, say so. Do not speculate.
- If you cannot divulge information, state why in a matter-of-fact way.
- Be positive, not defensive.
- Always tell the truth.

*Sources:* First half adapted from Cohen and Eimicke, 1995; Chase and Reveal, 1983; Gamett, 1992; second half adapted from Larkin, 1992.



Table 1 Federal Aid to State and Local Governments, Selected Years

Year	Amount (Billions) <sup>a</sup>	Amount in Constant 1992 Dollars (Billions)	Number of Grants
1902	0.028		5
1912	—		7
1923	0.039		—
1926	—		11
1922	0.242		—
1932	0.593		12
1934	2.4		—
1937	—		26
1940	0.87	9.9	—
1946	0.82	6.9	28
1952	2.4	14.0	38
1960	7.0	33.4	132
1964	10.2	45.8	—
1967	15.2	64.8	379
1975	49.8	126.6	442
1978	77.9	159.5	—
1981	94.7	146.4	539
1982	88.1	127.4	441
1984	97.6	129.5	405
1987	108.4	130.4	435
1990	135.3	144.7	—
1992	178.1	178.1	—
1995	225.0	208.5	—
1998	246.1	215.2	—
2001 (est.)	300.7	246.7	—

<sup>a</sup>1961 dollars through 1937; otherwise, current dollars.

SOURCES: U.S. Advisory Commission on Intergovernmental Relations, *The Federal Role in the Federal System: The Dynamics of Growth—A Crisis of Confidence and Competence* (Washington, D.C.: ACIR, July 1980), 120–121; *Significant Features of Fiscal Federalism*, 1990, vol. 2, *Revenues and Expenditures* (Washington, D.C.: ACIR, August 1990), 42; American Council on Intergovernmental Relations, *Significant Features of Fiscal Federalism 1995*, vol. 2, *Revenues and Expenditures* (Albany, N.Y.: Nelson A. Rockefeller Institute of Government, February 1998), 38; and *Historical Tables. Budget of the United States Government, Fiscal Year 2000* (Washington, D.C.: Government Printing Office, 1999), Table 12.1, 203–204.

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