

A photograph of a desk with a typewriter, a lamp, and a pen holder. The desk is covered with a dark brown leather pad. On the left is a white typewriter with a black base. In the center is a pen holder with two pens. On the right is a large, glowing lamp with a brass base. The background shows a tufted leather chair and wood paneling.

The Federal Bureaucracy

Executing the Laws

The Federal Bureaucracy Today

- 2.7 million federal employees → another 1.4 million in the armed forces
- 15 Cabinet Departments employ 70% of civil servants and spend 93% of federal dollars
- Department of Defense (DOD) is by far the largest → 2 million employees
- U.S. Postal Service → 2nd largest → 800,000 employees

The Federal Bureaucracy Today

- Bureaucracy Challenges:
 - Difficult to manage b/c of size
 - Interest group connections
 - Political history
 - Duplication and overlap across depts and agencies = confusion

The Federal Policy Today

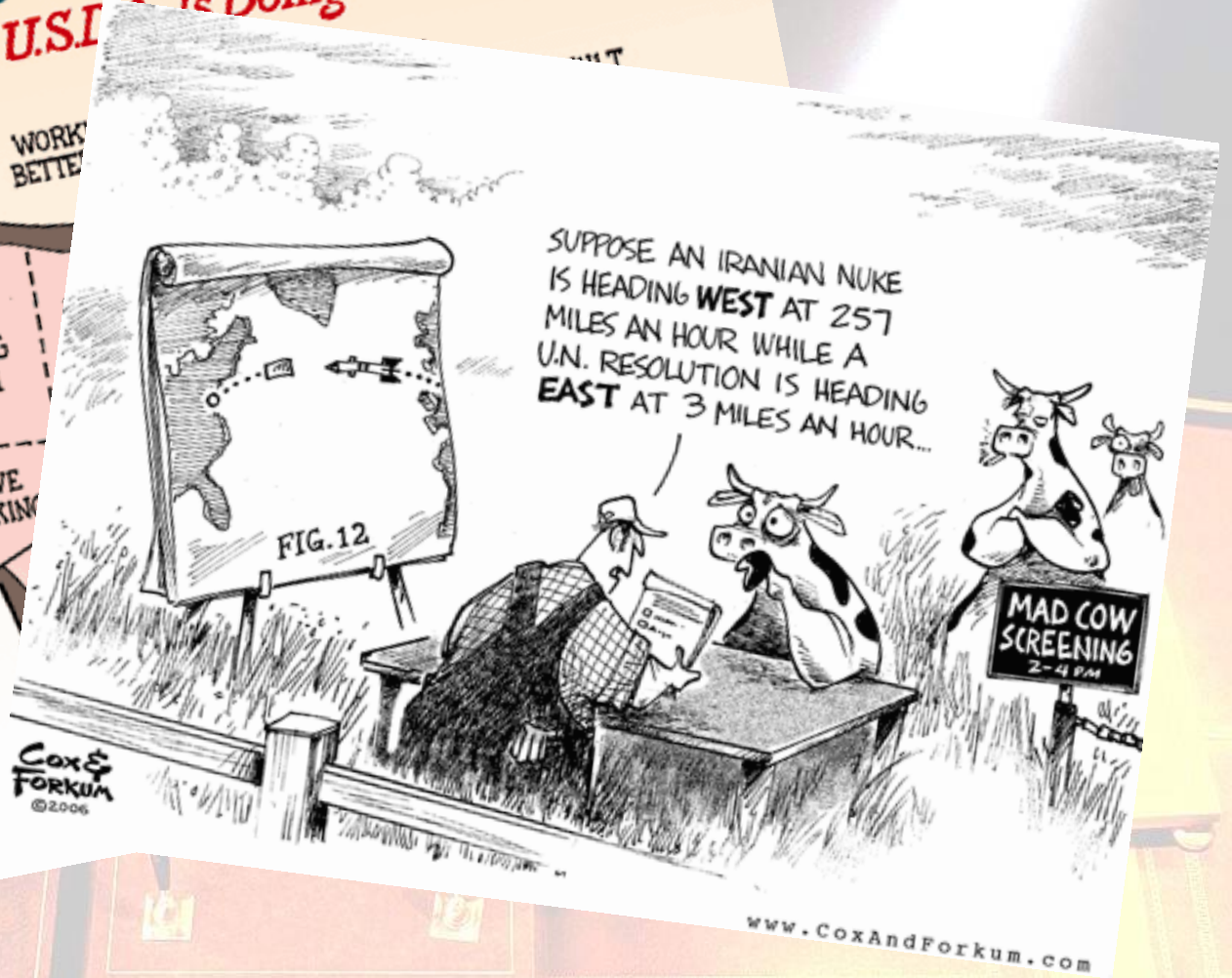
MAD COW DISEASE

And What The U.S.I. Is Doing About It



©MASON ST. LOUIS POST-DISPATCH
caglecartoons.com

Cox & Forkum
©2006



www.CoxAndForkum.com



The Federal Bureaucracy Today

- Suppose you **do** spot a problem with a cow → each cattle inspector reports to...
 - A local supervisor who reports to...
 - A deputy district office director who reports to...
 - The district office director who reports to...
 - An executive assistant administrator for regulatory operations in Washington who reports to...
 - The deputy assistant administrator for field operations who reports to...
 - The assistant administrator for field operations who reports to...
 - A deputy administrator who reports to...
 - The administrator of the Food Safety Inspection Service who reports to...
 - The deputy undersecretary and undersecretary for food safety who reports to...
 - The deputy secretary of agriculture who reports to...
 - The deputy chief of staff to the secretary who reports to...
 - The chief of staff who reports to...
 - The secretary of agriculture who reports to...
 - The president

The Federal Bureaucracy Today

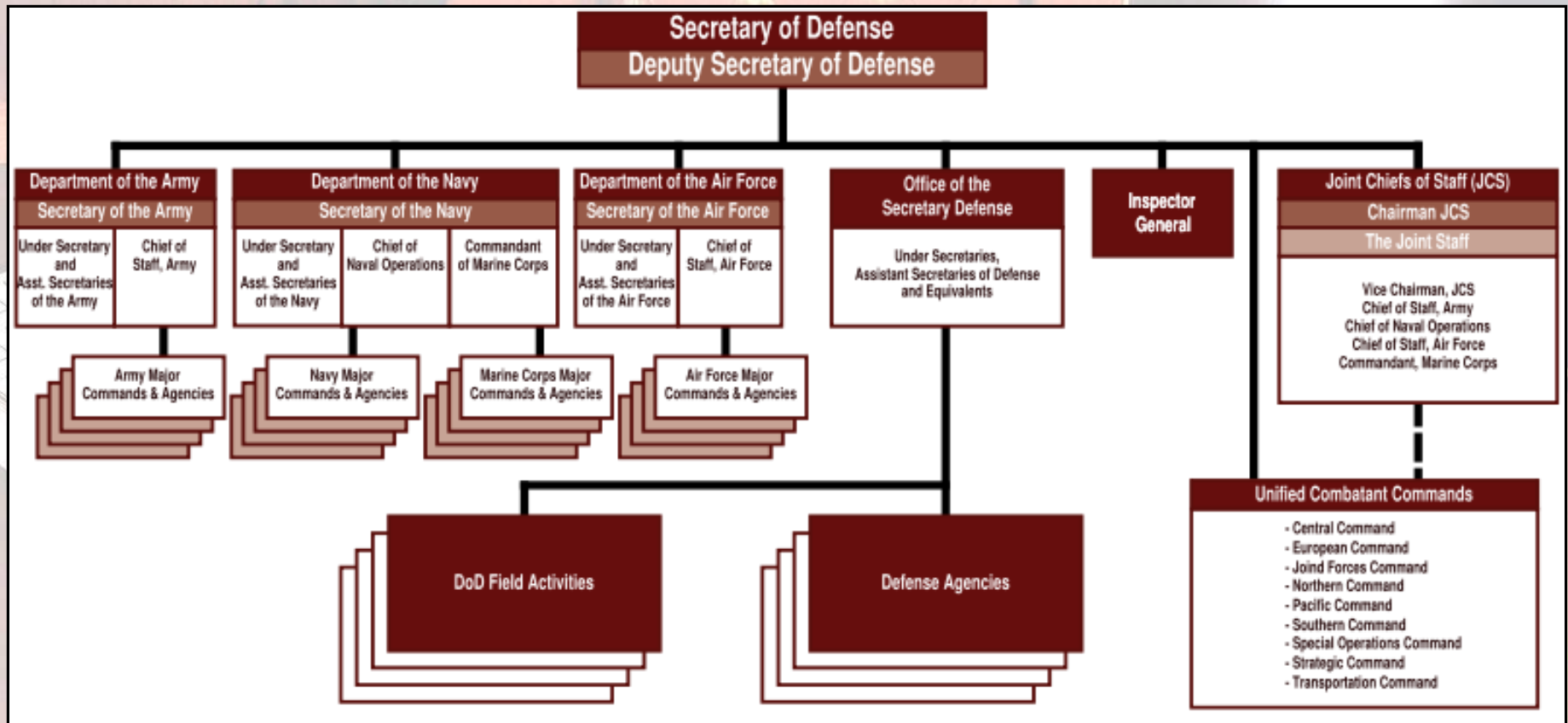
- 10,000 senior executives in the federal bureaucracy → “thickening” → more layers of leadership and more leaders in each layer
- Some argue Congress created the pressure for that “thickening” demand
- Others argue competitive bidding → constant new titles (creating jobs, etc.)



How the Federal Government is Organized

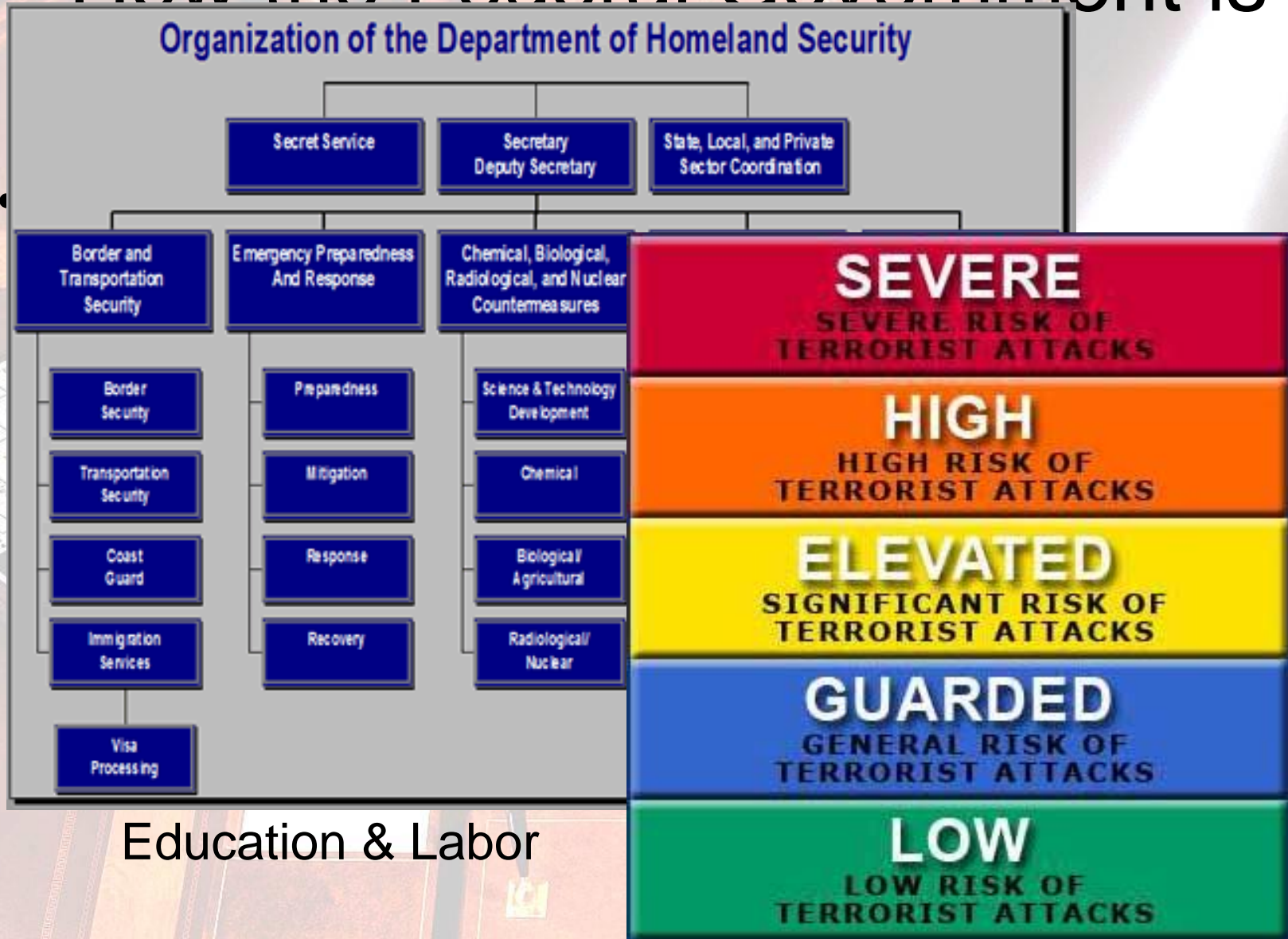
- Federal Bureaucracy is classified in four broad categories:
 - Departments → tend to be the largest fed organizations and have the broadest missions
 - Independent Agencies → tend to be smaller and have more focused responsibilities
 - Independent Regulatory Commissions → similar to agencies but are designed to be free from direct presidential control
 - Government Corporations → designed to operate like a private business

How the Federal Government is Organized



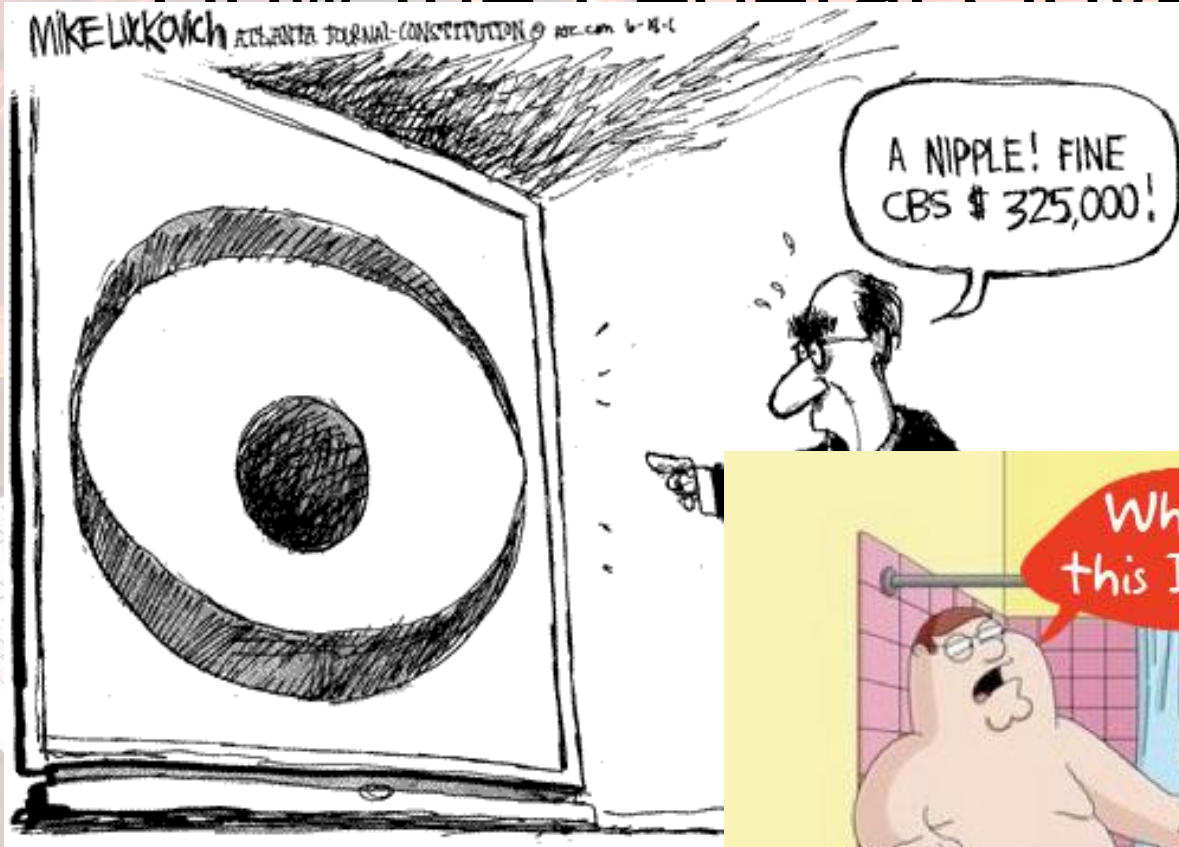
Human Services, DOD

How the Federal Government is



Education & Labor

How the Federal Government is



ssions →
dependence is

Federal Election
elections

- Federal Communi
& radio
- Federal Trade Cor
- Federal Reserve Board → control the money supply



How the Federal Government is Organized

- Headed by a small number of commissioners, appointed by the pres. w/ Senate confirmation for fixed terms → cannot be removed from office w/out cause defined as “inefficiency, neglect of duty, or malfeasance in office” = less responsive to political pressures → quasi-legislative, -executive, -judicial
- Not completely independent
 - Appointed by pres. & subject to confirmation
 - Annual budgets approved by Congress
 - Decisions subject to judicial review
 - Leaders often disagree (FEC *must* have 3 Democrats & 3 Republicans)

How the Federal Government is Organized

- Independent Agencies → “independent” here means “separate” → regulatory commissions do not report to the pres. but agencies do
- Headed by an administrator appointed by the president
- 60 agencies → Environmental Protection Agency, Central Intelligence Agency, National Aeronautics & Space Administration, National Security Agency, etc.
- Independence increases focus, but weakens willingness to cooperate

How the Federal Government is Organized

- ...tion than



... SUS Burc
(C...) / these agencies report to the
dept. secretary who reports to the pres.

How the Federal Government is Organized

- Govt. agencies designed to get more freedom (agencies can make \$, etc.)
- Exact count →
- State
- Enterprise
 - Corporation for Public Broadcasting
 - U.S. Postal Service
 - National Railroad Passenger Corp. (Amtrak)
 - Americorps (national



How the Federal Government is Organized

- Make money? The Postal Service lost \$1.5 billion in 2002...it has borrowed \$12 billion over the years
- Required to deliver mail **anywhere** unlike FedEx or UPS



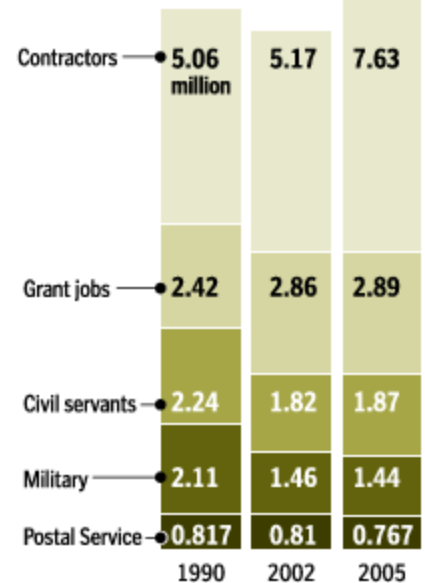
To Work Or Not To Work...?

- Only about 15 % of civilian employees work in D.C.
- 25 % of civilian employees work for the Army, Navy, Air Force, or other defense agency
- Civil servants resemble the country much more closely in terms of race, sex, religion, education, & disability than the political appointees or members of Congress who make the laws they execute
- Majority of jobs are white collar – lawyers, contract managers, analysts, engineers, auditors, etc.

A Full Accounting

Scholar Paul C. Light says examining the “hidden workforce” of the government — contractors and grant recipients — together with civil servants, postal workers and military personnel, provides a better accounting of the “true size” of government. Contractors have increased more than any other classification.

Government workers, in millions



SOURCE: Research brief on “The New True Size of Government,” by Paul C. Light, New York University Robert F. Wagner Graduate School of Public Service

By Tobey, The Washington Post

The Bureaucracy's Job

- Implementation → the process of putting a law into practice thru bureaucratic rules or spending
- Congress gives federal depts. and agencies administrative discretion → reasonable judgment in implementing the laws
- Laws are implemented thru two means:
 - Administrative regulations → formal instructions for running an agency or controlling people's behavior
 - Spending → the transfer of \$ to and from gov't

The Bureaucracy's Job

- Regulations or Rules:
 - Drafted & reviewed by the quasi-legislative rule-making process governed by the Administrative Procedure Act
 - APA requires rules to be made public in the *Federal Register* (“notice and comment” period)
 - Affected parties are encouraged to make their opinions known to the agency
 - Rules are subject to change and judicial review

The Bureaucracy's Job

- Spending

- Uncontrollable Spending → spending (such as Social Security) Congress & the president are unwilling to cut
- Entitlement Programs → provide financial benefits for any American who is eligible (S.S., disaster relief, disability, student loans, etc.)
- Sharply limits the portion of the budget that is up for debate each year
- Uncontrollable spending is not growing just b/c more people are eligible → indexing → automatic increases to compensate for inflation

Holding the Bureaucracy Accountable



Establishing agencies,
appropriating funds,
confirming personnel,
authorizing new programs,
conducting hearings,
terminating agencies



Appoint sympathetic
personnel, mobilize public
opinion & congressional
pressure, influence budget
decisions, shifting agency's
assignment (w/ approval)



“Police patrol” → Watch
agencies thru reports,
budgets, general
performance
“Fire alarm” → wait for
citizens or interest groups
to find problems

Accountability