Overhead

Bureaucracy

literally means “rule by desks”
Bureaucracy –

A professional corps of unelected officials organized in a pyramid hierarchy, functioning under impersonal uniform rules and procedures.
Bureaucracy Characteristics

- Administration of government through departments
- Consists of unelected often highly trained professionals
- Task specialization
- Hierarchical authority
Bureaucracy Characteristics

- Impersonal
- Inclined to follow rigid or complex procedures
- May stifle effectiveness and innovation
- Red tape
I. The Federal Bureaucracy Is….

- _____ million employees; _____ million are civilians or “civil servants”
- President only appoints ___% (patronage or political appointments)
- _____ cabinet level departments
- _____ + independent agencies with _____ + bureaus, divisions, branches, etc.
- Biggest - __________________________, U.S. Postal Service, Veterans Administration

Discussion Questions:
- With 4 million employees in 15 departments and hundreds of independent agencies, are you surprised by the size and scope of the federal bureaucracy? Why do you think it’s so big?
- If the president only appoints about 3% of the federal workforce, how much control do you think he has over the bureaucracy?
- Why do you think the Department of Defense is the biggest federal department?

II. Functions of the Federal Bureaucracy

<table>
<thead>
<tr>
<th>Function of the Federal Bureaucracy Defined</th>
<th>Examples of Federal Agencies/Departments</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Implementation</strong></td>
<td></td>
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<tr>
<td><strong>Administration</strong></td>
<td></td>
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<tr>
<td><strong>Regulation</strong></td>
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</tbody>
</table>
III. The Structure and Organization of the Federal Bureaucracy

<table>
<thead>
<tr>
<th>Component of the Federal Bureaucracy</th>
<th>Characteristics</th>
<th>Examples of Agencies &amp; Departments w/ Rationale</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cabinet Departments</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Independent Executive Agencies</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Independent Regulatory Commissions</td>
<td></td>
<td></td>
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<tr>
<td>Government Corporations</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
IV. Who are the “bureaucrats?”
   A. Identify several statistical characteristics of federal employees
      1.  
      2.  
      3.  
      4.  
      5.  
      6.  
      7.  
      8.  
   B. What generalizations can you make about the federal work force based upon the statistical information given?
      1)  
      2)  
      3)  

V. Oversight of the Federal Bureaucracy

   “Oversight” -

<table>
<thead>
<tr>
<th>The President can:</th>
<th>Congress can:</th>
<th>The Federal Courts can:</th>
</tr>
</thead>
</table>
VI. **Thinking Critically** – Address the questions below.

A. Of the tools at his disposal, what is the most effective check the President has on the bureaucracy? Explain. Congress? The Judiciary?

B. How does the federal bureaucracy fit with our class definition of "bureaucracy?"

C. What generalizations can you make about the federal bureaucracy?

D. Why is the federal bureaucracy often referred to as "the fourth branch?"

E. Some critics believe that the real power in the federal government lies with the federal bureaucracy. To what extent do you believe this is true?
The Federal Bureaucracy Is...

4 million employees; 2.8 million are civilians or “civil servants”

President only appoints 3% (patronage or political appointments)

15 cabinet level departments

200+ independent agencies with 2,000+ bureaus, divisions, branches, etc.

 Biggest - Department of Defense, U.S. Postal Service, Veterans Administration
Functions of the Federal Bureaucracy

Implementation - carry out laws of Congress, executive orders of the President

Administration - routine administrative work; provide services (ex: SSA sends social security checks to beneficiaries)

Regulation - issue rules and regulations that impact the public (ex: EPA sets clean air standards)

# Structure of the Federal Bureaucracy

<table>
<thead>
<tr>
<th>Cabinet Departments</th>
</tr>
</thead>
<tbody>
<tr>
<td>The 15 cabinet departments headed by a cabinet secretary appointed by the president and approved by the Senate</td>
</tr>
<tr>
<td>Each department “expert” in specific policy area</td>
</tr>
<tr>
<td>Each department has its own budget</td>
</tr>
<tr>
<td>Department of Homeland Security, created in 2002, is newest department</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Independent Executive Agencies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Established by Congress with separate status outside the executive branch</td>
</tr>
<tr>
<td>Given a specific mandate and generally perform a service function, not a regulatory one.</td>
</tr>
<tr>
<td>Some examples include: Social Security Administration, CIA, NASA, EPA.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Independent Regulatory Commissions</th>
</tr>
</thead>
<tbody>
<tr>
<td>IRCs exist to regulate a specific economic activity or interest such as the Federal Communications Commission (public air waves) or Federal Reserve Board (banking system, money supply)</td>
</tr>
<tr>
<td>IRCs operate independently from Congress and the President</td>
</tr>
<tr>
<td>Once appointed and seated, members cannot be removed without cause</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Government Corporations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Government owned businesses created by Congress</td>
</tr>
<tr>
<td>May or may not be profitable, but serve a public need</td>
</tr>
<tr>
<td>Ex: U.S. Postal Service, Amtrak, Tennessee Valley Authority, Corporation for Public Broadcasting</td>
</tr>
</tbody>
</table>
ORGANIZATIONAL CHART OF THE FEDERAL BUREAUCRACY

The President
Executive Office of the President

- Department of State
- Department of the Treasury
- Department of Defense
- Department of Justice

- Department of the Interior
- Department of Agriculture
- Department of Commerce
- Department of Labor
- Department of Transportation

Department of Housing and Urban Development
Department of Health and Human Services
Department of Energy
Department of Education
Department of Veterans Affairs
Department of Homeland Security

INDEPENDENT ESTABLISHMENTS AND GOVERNMENT CORPORATIONS

- African Development Foundation
- Central Intelligence Agency
- Commodity Futures Trading Commission
- Consumer Product Safety Commission
- Corporation for National and Community Service
- Defense Nuclear Facilities Safety Board
- Environmental Protection Agency
- Equal Employment Opportunity Commission
- Export-Import Bank of the United States
- Farm Credit Administration
- Federal Communications Commission
- Federal Deposit Insurance Corporation
- Federal Election Commission
- Federal Emergency Management Agency
- Federal Housing Finance Board
- Federal Labor Relations Authority
- Federal Maritime Commission
- Federal Mediation and Conciliation Service
- Federal Mine Safety and Health Review Commission

- Federal Reserve System
- Federal Retirement Thrift Investment Board
- Federal Trade Commission
- General Services Administration
- Inter-American Foundation
- Merit Systems Protection Board
- National Aeronautics and Space Administration
- National Archives and Records Administration
- National Capital Planning Commission
- National Credit Union Administration
- National Foundation on the Arts and Humanities
- National Labor Relations Board
- National Mediation Board
- National Railroad Passenger Corporation (Amtrak)
- National Science Foundation
- National Transportation Safety Board
- Nuclear Regulatory Commission
- Occupational Safety and Health Review Commission

- Office of Government Ethics
- Office of Personnel Management
- Office of Special Counsel
- Overseas Private Investment Corporation
- Peace Corps
- Pension Benefit Guaranty Corporation
- Postal Rate Commission
- Railroad Retirement Board
- Securities and Exchange Commission
- Selective Service System
- Small Business Administration
- Social Security Administration
- Tennessee Valley Authority
- Trade and Development Agency
- U.S. Agency for International Development
- U.S. Commission on Civil Rights
- U.S. International Trade Commission
- U.S. Postal Service
<table>
<thead>
<tr>
<th>DEPARTMENT</th>
<th>Year Created</th>
<th>Major Functions/Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agriculture</td>
<td>1889</td>
<td>Oversees national forests &amp; conservation efforts, responsible for safety of meat, poultry, and egg products, and attempts to provide open foreign markets for American agricultural products.</td>
</tr>
<tr>
<td>Commerce</td>
<td>1903</td>
<td>“…To foster, serve, and promote the Nation’s economic development and technological development.”</td>
</tr>
<tr>
<td>Defense</td>
<td>1947</td>
<td>Manages the nation’s military and headquartered at the Pentagon.</td>
</tr>
<tr>
<td>Education</td>
<td>1979</td>
<td>Manages federal student aid programs, monitors academic performance nationwide, and administers federal education legislation like No Child Left Behind Act.</td>
</tr>
<tr>
<td>Energy</td>
<td>1977</td>
<td>Manages the nation’s nuclear weapons and energy, develops energy policies, and conducts energy research.</td>
</tr>
<tr>
<td>Health &amp; Human Services</td>
<td>1953</td>
<td>Conducts health research, manages efforts to prevent disease, manages Medicare and Medicaid, and pursues efforts to remedy societal ills like drug abuse and child abuse.</td>
</tr>
<tr>
<td>Homeland Security</td>
<td>2002</td>
<td>Oversees a wide range of federal agencies to help them coordinate plans to confront national emergencies and threats to national security.</td>
</tr>
<tr>
<td>Housing &amp; Urban Development</td>
<td>1965</td>
<td>Strives to increase domestic homeownership and improve access to affordable housing free of discrimination.</td>
</tr>
<tr>
<td>Interior</td>
<td>1849</td>
<td>Manages conservation efforts, national parks, and environmental protection.</td>
</tr>
<tr>
<td>Justice</td>
<td>1870</td>
<td>Enforces federal laws by taking offenders to court, investigates and detains offenders through the FBI.</td>
</tr>
<tr>
<td>Labor</td>
<td>1913</td>
<td>Looks out for “job seekers, wage earners, and retirees” by administering federal labor laws and providing services like connecting potential employers to unemployed workers.</td>
</tr>
<tr>
<td>State</td>
<td>1789</td>
<td>Chief engine of American diplomacy in executive branch, also manages American travel overseas.</td>
</tr>
<tr>
<td>Transportation</td>
<td>1966</td>
<td>Manages national transportation infrastructure like highways, air traffic, and railways.</td>
</tr>
<tr>
<td>Treasury</td>
<td>1789</td>
<td>Manages federal finances, collects taxes, produces stamps, and provides government advice on matters of economic policy.</td>
</tr>
<tr>
<td>Veterans Affairs</td>
<td>1988</td>
<td>Provides for the healthcare, benefits, and memorial service needs of veterans.</td>
</tr>
</tbody>
</table>
Directions — Your task is to research the major federal agencies below and include the following information in the table below: 1) identify the classification of each (independent agency, agency within a cabinet department, independent regulatory commission, or government corporation), 2) briefly describe the major function or responsibility of each agency. The websites below are excellent resources:
www.usa.gov/Agencies/Federal/Independent
http://www.whitehouse.gov/government/independent-agencies.html

<table>
<thead>
<tr>
<th>AGENCY</th>
<th>AGENCY CLASSIFICATION</th>
<th>MAJOR FUNCTIONS/RESPONSIBILITIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Central Intelligence Agency (CIA)</td>
<td></td>
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<tr>
<td>Environmental Protection Agency (EPA)</td>
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<td></td>
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<tr>
<td>Federal Bureau of Investigations (FBI)</td>
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<tr>
<td>Federal Communications Commission (FCC)</td>
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<td></td>
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<tr>
<td>Federal Reserve Board (The Fed)</td>
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<tr>
<td>Federal Trade Commission (FTC)</td>
<td></td>
<td></td>
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<tr>
<td>Federal Emergency Management Agency (FEMA)</td>
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<td></td>
</tr>
<tr>
<td>Food &amp; Drug Administration (FDA)</td>
<td></td>
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<tr>
<td>General Services Administration (GSA)</td>
<td></td>
<td></td>
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<tr>
<td>AGENCY CLASSIFICATION</td>
<td>MAJOR FUNCTIONS/RESPONSIBILITIES</td>
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<tr>
<td>Government Accountability Office (GAO)</td>
<td></td>
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<tr>
<td>Nat. Aeronautics &amp; Space Admin. (NASA)</td>
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<tr>
<td>Nat. Archives &amp; Records Admin. (NARA)</td>
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<tr>
<td>National Security Agency (NSA)</td>
<td></td>
<td></td>
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<tr>
<td>Nuclear Regulatory Commission (NRC)</td>
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<tr>
<td>Occupational Safety &amp; Health Admin (OSHA)</td>
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<tr>
<td>Office of Personnel Management (OPM)</td>
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<tr>
<td>Securities &amp; Exchange Commission (SEC)</td>
<td></td>
<td></td>
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<tr>
<td>Small Business Administration (SBA)</td>
<td></td>
<td></td>
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<tr>
<td>Social Security Administration (SSA)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tennessee Valley Authority (TVA)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>United States Postal Service (USPS)</td>
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</tbody>
</table>
Who are the “Bureaucrats?”

• 97% are career government employees or civil servants

• Only 10% live in the D.C. area

• 30% work for the Department of Defense

• Less than 15% work for social welfare agencies

• Most are white collar workers: secretaries, clerks, lawyers, inspectors & engineers

• Civil employees more diverse demographically than Congress
Demographics of Federal Employees

Gender

- Men: 56%
- Women: 44%

Race/Ethnicity

- Caucasian: 69%
- African American: 17%
- Hispanic: 7%
- Asian: 5%
- Native American: 2%
- Native American: 2%
Oversight of the Federal Bureaucracy

**The President can:**
- appoint & remove agency heads
- reorganize the bureaucracy
- issue executive orders
- reduce an agency's budget

**Congress can:**
- create or abolish agencies & departments
- cut or reduce funding
- investigate agency activities
- hold committee hearings
- pass legislation that alters an agency's functions
- influence or even fail to confirm presidential appointments

**The Federal Courts can:**
- through judicial review rule on whether the bureaucracy has acted within the law and the U.S. Constitution
- provide due process for individuals affected by a bureaucratic action

**Thinking Critically**
- Of the tools at his disposal, what is the most effective check the President has on the bureaucracy? Explain. Congress? The Judiciary?
- How does the federal bureaucracy fit with our class definition of “bureaucracy?”
- What generalizations can you make about the federal bureaucracy?
- Why is the federal bureaucracy often referred to as “the fourth branch?”
- Some critics believe that the real power in the federal government lies with the federal bureaucracy. To what extent do you believe this is true?
Making Connections: The Bureaucracy of Pizza

Directions: Your team’s task is to take each component part of a home delivered pizza and brainstorm the federal agencies and departments that would regulate it in some way. You must also provide a brief rational for each example. NOTE: There may be multiple agencies/departments for each part.
Making Connections: The Bureaucracy of Pizza

Name(s):

<table>
<thead>
<tr>
<th>PIZZA PART</th>
<th>FEDERAL AGENCY AND/OR DEPARTMENT; RATIONAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cardboard Box</td>
<td></td>
</tr>
<tr>
<td>Tomato Sauce</td>
<td></td>
</tr>
<tr>
<td>Crust</td>
<td></td>
</tr>
<tr>
<td>Cheese</td>
<td></td>
</tr>
<tr>
<td>Mushrooms</td>
<td></td>
</tr>
<tr>
<td>Anchovies</td>
<td></td>
</tr>
<tr>
<td>Pepperoni</td>
<td></td>
</tr>
<tr>
<td>Onions</td>
<td></td>
</tr>
<tr>
<td>Delivery Car</td>
<td></td>
</tr>
<tr>
<td>Diet Soda</td>
<td></td>
</tr>
</tbody>
</table>
The Bureaucracy of Pizza
Internet Resources

The links below will assist you in finding regulations involved in each pizza component:

1. Cardboard:
   http://www.epa.gov/ebtpages/induindustpulpandpaperindustry.html

2. Tomato Sauce:
   http://www.uga.edu/nchfp/publications/usda/utah_can_guide_03.pdf

3. Crust:
   http://www.cfsan.fda.gov/~dms/alrgqa.html

4. Cheese:

5. Mushrooms:
   http://www.matsiman.com/mushroom_news_flash_revised_food.htm

6. Anchovies (seafood):
   http://www.gklaw.com/publication.cfm?publication_id=305

7. Pepperoni:

8. Onions:

9. Delivery Vehicle:
   http://www.epa.gov/air/caa/title2.html#iia

10. Diet Soda
    http://www.cfsan.fda.gov/~lrd/cfr114.html
    http://www.rense.com/general33/legal.htm

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1. Describe what’s going on in the political cartoon. (Who? What? When? Where?)

2. Identify any symbols (ex: an elephant to represent the Republican Party) portrayed in the cartoon and analyze what they represent.

3. What is the artist’s message in the cartoon? What do you think is its purpose?

4. Do you agree or disagree with the cartoonist's message? Explain your answer.

5. What does this cartoon tell us about bureaucracy in general? The federal bureaucracy in particular?

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Political Cartoon #2
Title: Another Layer of Bureaucracy

Artist: Bob Englehart, The Hartford Courant
Date: February, 2006
Source: http://www.politicalcartoons.com

1. Describe what’s going on in the political cartoon. (Who? What? When? Where?)

2. Identify any symbols (ex: an elephant to represent the Republican Party) portrayed in the cartoon and analyze what they represent.

3. What is the artist’s message in the cartoon? What do you think is its purpose?

4. Do you agree or disagree with the cartoonist's message? Explain your answer.

5. What does this cartoon tell us about bureaucracy in general? The federal bureaucracy in particular?
Political Cartoon #3
Title: *FEMA’s Follies*

Artist: Mike Keefe, *The Denver Post*
Date: April, 2006

1. Describe what’s going on in the political cartoon. (Who? What? When? Where?)

2. Identify any symbols (ex: an elephant to represent the Republican Party) portrayed in the cartoon and analyze what they represent.

3. What is the artist’s message in the cartoon? What do you think is its purpose?

4. Do you agree or disagree with the cartoonist's message? Explain your answer.

5. What does this cartoon tell us about bureaucracy in general? The federal bureaucracy in particular?