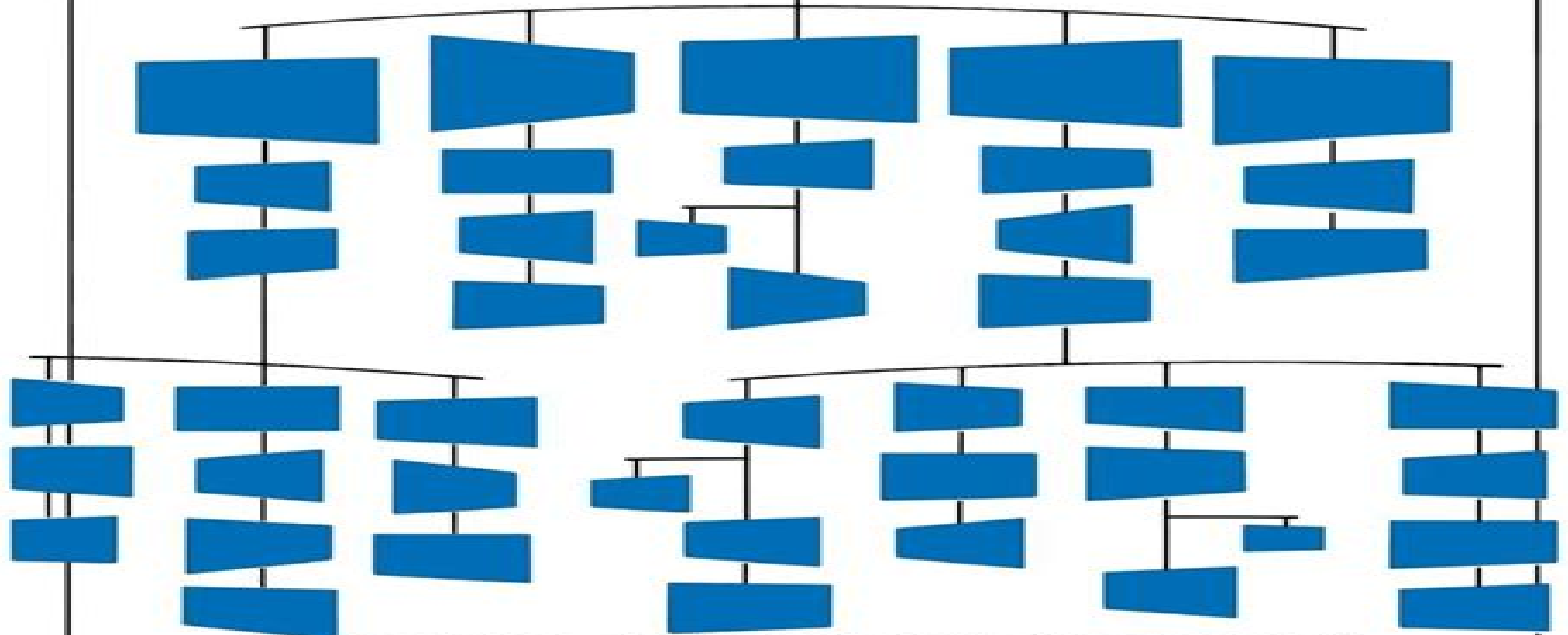


HERBERT KAUFMAN

The Administrative Behavior of **FEDERAL BUREAU CHIEFS**



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The Administrative Behavior Of Federal Bureau Chiefs

Kenneth J. Meier, Laurence J. O'Toole



The Administrative Behavior Of Federal Bureau Chiefs:

The Administrative Behavior of Federal Bureau Chiefs Herbert Kaufman, 2011-10-01 Most of the people who keep tabs on the workings of the federal government no matter what the reasons for their interest seem to take for granted the power and autonomy of the chiefs of the bureaus that make up the executive branch Because so much is taken for granted there have not been many studies of what the chiefs actually do day by day Of all the participants in the governmental process who wield or are thought to wield great influence bureau chiefs are among the least examined Believing that he could narrow this gap in the materials on the federal government somewhat Herbert Kaufman set out to report his observations of six bureau chiefs at their jobs in the course of a year The group consisted of the commissioners of the Internal Revenue Service the Customs Service the Food and Drug Administration and the Social Security Administration the chief of the Forest Service and the administrator of the Animal and Plant Health Inspection Service a set diversified enough to include a wide variety of organizational situations and experiences yet with enough in common to allow comparison and generalization The objective of his research was to describe the chief's activities so as to explain how they exercise their power And he hoped to find out whether they are as powerful as they are said to be From his efforts emerges a detailed picture of the work of the bureau leaders and of their role in their agencies and in the government generally The picture reveals that some of the common beliefs about these officials and perhaps about the system as a whole are not altogether accurate Kaufman traces the implications of his findings for organizing the executive branch for training administrators and for organization theory

Controlling the Federal Bureaucracy Dennis D. Riley, 1987 How do we fit bureaucracy into a democratic political system No other question has received or deserved more attention from those who study public administration While this question might receive slightly different responses there is one common thread the notion that bureaucrats must be subject to external controls Who possesses the ability to influence the government from the outside How do these people use their influence Is their influence used to promote democratic values Dennis Riley assesses the effect congressional committees and subcommittees have on government agencies as well as the influence of clientele groups and professional associations The author also explores the impact the President the courts and the critics of bureaucratic agencies such as the Sierra Club or Ralph Nader's consumer watch dog groups have on bureaucracy This book forces us to realize that many of our controlling influences on federal agencies only serve to reinforce the narrowness and isolation that plagues contemporary bureaucracy where the general public interest and even competency are sacrificed in the belief that existing agency policies are the only sound and workable policies around Author note Dennis D Riley is Professor and Chairman of the Political Science Department at the University of Wisconsin Stevens Point

Bureaucracy and the Policy Process Dennis D. Riley, Bryan E. Brophy-Baermann, 2006 The central role that bureaucracy plays in the policy process is played by individuals namely by subject matter experts and managers we call political executives These executives do not play their role in a vacuum of

course but in a context defined by three key forces the organizational environment of bureaucracy itself our governing philosophy stressing responsiveness respect for individual rights and accountability and the demands of the people and the institutions those people have created to govern themselves This book explores how these three forces collide and how the resulting collision shapes the way in which bureaucracy makes policy as well as the final product of that policy making process It provides an in depth look at each of these forces with chapters specifically devoted to how bureaucrats interpret their role in the policy process how the organizational environment influences their ability to play that role and most of all to the interactions between bureaucrats and the institutions of what we call the Constitutional government the President the Congress and the courts It does this all the while reminding us that fitting bureaucracy into a society that views itself as self governing is no easy task

The Forest Ranger Herbert Kaufman, 2010-09-30 It is the rare book that remains in print for nearly fifty years earning wide acclaim as a classic The Forest Ranger has been essential reading for generations of professionals and scholars in forestry public administration and organizational behavior who are interested in the administration of public lands and how the top managers of a large dispersed organization with multiple objectives like the Forest Service shape the behavior of its field officers into a coherent unified program Published as a special reprint in conjunction with the 100th anniversary of the U S Forest Service The Forest Ranger is as relevant and timely today as when it was first issued in 1960 In addition to the original text this special reprint of The Forest Ranger includes two new forewords and an afterword that highlight how much we have learned from Herbert Kaufman The first foreword by Harold K Pete Steen former president of the Forest History Society considers the book s impact on the forestry community and explains its continued relevance in light of changes in the culture and mission of today s Forest Service The second by Richard P Nathan co director of the Rockefeller Institute of Government considers the book s contribution to our understanding of administrative and organizational behavior A new afterword by author Herbert Kaufman describes how his landmark study came into being and offers a candid assessment of how his theories about the agency s operations and its future have held up over time In 1960 the Forest Service had a well deserved reputation for excellence and The Forest Ranger was a seminal analysis of the how s and why s of its success Kaufman also warned however that an organization so unified and well adapted to its environment would have difficulties navigating social change He was right in his concerns The environmental civil rights and women s movements have all presented challenges to the character and purpose of the Forest Service ultimately changing the organization in subtle and not so subtle ways Now as then The Forest Ranger is a striking and prescient case study of how a complex organization operates and evolves over time

Public Administration & Public Management Jan-Erik Lane, 2006-08-21 A perspective on the public sector that presents a concise and comprehensive analysis of exactly what it is and how it operates Governments in any society deliver a large number of services and goods to their populations To get the job done they need public management in order to steer resources employees money and laws

into policy outputs and outcomes In well ordered societies the teams who work for the state work under a rule of law framework known as public administration This book covers the key issues of the principal agent framework and the public sector public principals and their agents the economic reasons of government public organization incentives and rationality in government the essence of public administration legality and the rule of law public policy criteria the Cambridge and Chicago positions public teams and private teams public firms public insurance public management policy Public Administration Public Management is essential reading for those with professional and research interests in public administration and public management *Bureaucracy in a Democratic State* Kenneth J. Meier, Laurence J.

O'Toole, 2006-09-21 Publisher description **The Power of Communication** Doris A. Graber, 2002-09-01 Whether it's the Internal Revenue Service or the local police department every person's life is affected by how public organizations handle information New technologies are inundating us with data agencies collect store analyze and disseminate information How organizations manage this information is crucial to their effectiveness efficiency and accountability It is becoming more difficult for public organizations to formulate clear messages Political pressure from elected officials and public scrutiny make the task of managing communication even more daunting By helping students see how communication networks must be treated within larger psychological cultural and mechanical contexts Graber presents ways to construct effective channels so information is transmitted to the appropriate audiences linking policy decisions and feedback from citizens Blending the best of theory and practice *The Power of Communication* helps both students and practitioners turn a flood tide of information into an asset rather than a menace to good government *Administrative Leadership in the Public Sector* Montgomery Van Wart, Lisa Dicke, 2016-07-22 *Administrative Leadership in the Public Sector* is an ideal resource for any Public Administration course involving leadership and public management Each of the book's nine main sections begins with introductory text by the volume's editors Monty Van Wart and Lisa Dicke followed by relevant readings The volume includes some of the most important readings on public leadership published in the last eight decades More than just an anthology *Administrative Leadership in the Public Sector* provides a unique and useful framework for understanding the vast subject of leadership The Public's Law Blake Emerson, 2019 *The Public's Law* is a theory and history of democracy in the American administrative state The book describes how American Progressive thinkers such as John Dewey W E B Du Bois and Woodrow Wilson developed a democratic understanding of the state from their study of Hegelian political thought G W F Hegel understood the state as an institution that regulated society in the interest of freedom This normative account of the state distinguished his view from later German theorists such as Max Weber who adopted a technocratic conception of bureaucracy and others such as Carl Schmitt who prioritized the will of the chief executive The Progressives embraced Hegel's view of the connection between bureaucracy and freedom but sought to democratize his concept of the state They agreed that welfare services economic regulation and official discretion were needed to guarantee conditions for self-determination

But they stressed that the people should participate deeply in administrative policymaking. This Progressive ideal influenced administrative programs during the New Deal. It also sheds light on interventions in the War on Poverty and the Second Reconstruction as well as on the Administrative Procedure Act of 1946. The book develops a normative theory of the state on the basis of this intellectual and institutional history with implications for deliberative democratic theory, constitutional theory, and administrative law. On this view, the administrative state should provide regulation and social services through deliberative procedures rather than hinge its legitimacy on presidential authority or economic reasoning.

Handbook of Public Administration B. Guy Peters, Jon Pierre, 2007-05-23

The past two decades have been marked by a period of substantial and often fundamental change in public administration. Critically reflecting on the utility of scholarly theory and the extent to which government practices inform the development of this theory, the *Handbook of Public Administration* was a landmark publication which served as an essential guide for both the practice of public administration today and its ongoing development as an academic discipline. The Concise Paperback Edition provides a selection of 30 of the original articles in an accessible paperback format and includes a new introduction by B. Guy Peters and Jon Pierre. It is an essential point of reference for all students of public administration.

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