Chapter 11
Bureaucracy: Redesigning Government for the Twenty-First Century

Focus Questions

Q1  What is bureaucracy, and what role does it play in government?
A1  A bureaucracy is a hierarchical organization in which offices have specified missions and employees are assigned responsibilities based on merit, knowledge, and experience. The agencies comprising the federal bureaucracy have specific duties, termed “missions,” and hire individuals who are assigned specific tasks. The bureaucracy is often termed the “Fourth Branch” of government. While federal agencies serve Congress, the courts, and the president, their ultimate responsibility is to provide for the needs of the people.

Q2  How have the size and role of the federal bureaucracy changed over the course of American political history?
A2  Initially, the national bureaucracy consisted of three departments, War, State, and Treasury, plus the Attorney General and Post Office. The role of the bureaucracy changed during the later portion of the nineteenth century to simultaneously promote improvements to infrastructure and regulate economic activity. With the advent of the Progressive Movement in the early twentieth century, the bureaucracy, and the federal government in general, was used to enact social reforms. The largest increase in the scope and size of the federal bureaucracy occurred as a result of the Great Depression. Given the high unemployment rates, bank failures, and home and farm foreclosures, FDR’s New Deal Programs used the federal bureaucracy to sponsor programs to stimulate the economy. Because of the terrorist attacks on 9/11, the Department of Homeland Security was added to the federal bureaucracy in 2002.

Q3  Is the federal bureaucracy less flexible, dynamic, and innovative than most large corporate bureaucracies?
A3  The federal bureaucracy should not be compared to a private corporation for a number of reasons. First, the goals of the various agencies tend to be influenced more by political considerations than by profit maximization. Second, because cabinet secretaries are political appointees and serve in this capacity for an average of 2.5 years and are appointed by an elected, term-limited president, it is difficult to compare them to a CEO or CFO who is hired to “manage” persons to a predetermined goal. Within the federal bureaucracy the “boss” is always changing based upon the will of the voters. Furthermore, political constraints and contextual goals limit the efficiency and effectiveness of the agencies. Another reason for the difference is that agencies and those civil
servants tend to hide behind rules instead of looking for innovation. This is the antithesis of a large corporation that must constantly monitor changing public trends to sell a product. Finally, the successes of specific policies are hard to determine given the extended amount of time needed to measure the effectiveness of social and economic reforms.

Q4  *How do the president, Congress, and courts exercise control over the bureaucracy?*

A4  The president appoints cabinet secretaries and agency commissioners with the approval of the Senate. While the president presides over the federal bureaucracy and can remove officials and rearrange the agencies, Congress, specifically the House, appropriates funding and has legislative oversight over the fifteen cabinet departments, public corporations, regulatory agencies and commissions. Also, Congress and the Government Accounting Office often conduct performance reviews to determine the effectiveness of the agencies’ policies. The administrative courts often are called upon to decide disputed between parties who have been adversely affected by a specific policy or claim entitlement.

Q5  *What problems attend the creation of a large federal bureaucracy like the Department of Homeland Security?*

A5  The Department of Homeland Security was created to consolidate the various intelligence and law enforcement agencies to decrease the likelihood of another terrorist attack. Inherent to the consolidation are “turf wars” between the former autonomous agencies and congressional committees as to who should continue to have oversight and perform specific tasks so as not to lose jurisdiction, established missions, and unique organizational cultures. As a result, the agency has undergone severe growing pains partly due to the massive size, as well as the public’s high expectations for the agency’s immediate efficacy.
Chapter Outline

I. What Is a Bureaucracy?
This federal bureaucracy is accountable to Congress, the courts, and the president. This has led to a struggle for influence over the bureaucracy. Critics of the modern bureaucracy believe it is too large, too powerful, too formal, and too rigid. In the wake of 9/11, Hurricane Katrina, and a burgeoning federal budget, many scholars have questioned the appropriate size, scope, and role of the federal bureaucracy.

A. A bureaucracy is a hierarchical organization in which offices have specific missions and employees are assigned specific responsibilities based on merit, knowledge, and experience.
   1. Initially, federal government employees were awarded political jobs and contracts based upon partisanship or party politics rather than merit or expertise. This is known as patronage.
      a. This practice became less prominent in the later part of the nineteenth century.
      b. The assassination of president James Garfield on July 2, 1881 by Charles Guiteau, a disgruntled political supporter who felt slighted because he was not given a consul position in Paris, led to reforms in government hiring practices.
         1) In 1883, Congress passed the Pendleton Act establishing a civil service system whereby rules were established governing the hiring, advancement, pay, and discipline of civilian employees.
         2) In turn, the federal government attempted to limit the role of patronage in government hiring practices.
   2. The principles of employee skills and bureaucratic tasks were correlated with standardized pay scales with the passage of the Classification Act in 1923.
   4. In 1949 Congress applied these standard pay scales to all civilian federal job positions whereby employees were classified into eighteen government service rankings (GC1-GS18) that standardized pay scales for each employee based upon rank.

B. Recent presidential candidates have campaigned on reforming the federal bureaucracy.
   1. Clinton-Gore sought to “Reinvent Government.”
   2. George Bush exempted certain employees from the constraints and protections of the civil service system. Also, Bush pushed to eliminate certain departments in favor of outsourcing the duties to the private sector.

C. In turn, the challenge to the bureaucracy and scholars of public administration is how to balance efficiency and fairness with political responsiveness and accountability.

II. The Growth of the American Bureaucracy
The number of federal employees has steadily increased. In 1801, there were 2,290 federal employees. Currently, there are 2.7 million federal workers. Yet, this number accounts for a smaller proportion of the national workforce than in the 1950s.

A. The Initial Establishment
   1. The first Congress established three cabinet positions—the Departments of War, State, and Treasury—each headed by a secretary and in charge of providing basic services of defense, foreign relations, justice, mail, currency, and finance.
   2. Through the Jefferson administration the size of the government remained small, primarily due to Jefferson’s anti-bureaucratic nature.
   3. With the election of Andrew Jackson in 1828, government jobs were largely dispersed, based upon patronage and partisanship instead of merit and performance: “To the Winner Goes the Spoils [of war]!”
B. Government as Promoter of Economic Activity
1. In 1861, there were 36,000 employees of the federal bureaucracy. President Abraham Lincoln used the federal government to promote economic growth and opportunity.
   a. The Department of Agriculture was created in 1862.
   b. Lincoln used the federal government to sponsor land grant colleges, build railroads, subsidize industrial development, and provided cheap land in the growing Midwestern territories.
2. At the end of the nineteenth century, the various Republican administrations augmented the federal workforce to employ 250,000 individuals.
3. Yet, the emergence of national corporations, trusts, and monopolies during this period provided the impetus for the emerging Progressive Movement in national politics.

C. Government Regulation in Economic Activity
1. As industrialization began to create monopolies over everyday goods such as sugar, cooking oil, and flour, citizens began to call for the government to intervene in the economy.
   a. Congress responded by creating the first regulatory agency.
      1) The Interstate Commerce Commission (ICC) was established in 1887 to develop, implement, and adjudicate “fair” and “reasonable” freight rates for railroads.
      2) However, the railroad owners soon dominated this agency and used it to serve the industry rather than for the intended regulatory purposes.
   b. Once established, government regulatory agencies became more numerous.
      1) The Federal Reserve Board was formed in 1913 in charge of regulating monetary policy and overseeing the nation’s banking system.
2. In the twentieth century, independent regulatory agencies became commonplace in order to regulate specific economic and social sectors and were staffed by non-partisan experts.

D. Government as Distributor of Wealth and Opportunity
1. The Great Depression prompted many Americans to alter their preconceived beliefs that government should not attempt to redistribute wealth. Given the bank failures, high unemployment, farm foreclosures, and business bankruptcies, the newly elected president, Franklin Roosevelt, expanded the use of the federal bureaucracy to establish:
   a. The Social Security administration mandating governmental retirement programs.
   b. The Federal Deposit Insurance Corporation guaranteeing bank deposits.
2. President Lyndon Johnson expanded the role of the bureaucracy with his extension of social programs under the Great Society initiatives. These included:
   a. Medicare and Medicaid providing health benefits to the poor and elderly.
   b. The establishment of the Department of Health, Education, and Welfare, the Departments of Housing and Urban Renewal, and the Department of Transportation.
3. The election of Ronald Reagan changed the ascension of the bureaucracy in redistributing wealth and providing benefits. Reagan viewed the federal government as overbearing and the bureaucracy “fraught with waste, fraud, and abuse.”
   a. Reagan assembled his cabinet to represent this ideological view:
      1) James Watt was appointed to head the Department of the Interior.
2) David Stockman was in charge of slashing the federal budget at the Office of Management and Budget.

b. Bill Clinton campaigned on reforming the federal bureaucracy, and government in general, to make it more responsive to the people. Yet, unlike his Democratic predecessors, Clinton believed a smaller bureaucracy would be more reactive and efficient; in turn, he streamlined many bureaucratic procedures and systems.

c. Recently, President Bush expanded the federal bureaucracy by creating the Homeland Security Department as a response to the terrorist attacks on September 11, 2001.

E. Who Are the Bureaucrats?
1. Bureaucrats are permanent employees of the federal government who are hired to perform specific tasks.
2. The leaders of the various federal agencies are appointed by the president but the vast majority of these bureaucrats make working for the federal government a career.
3. There are a total of 4.2 million federal workers.
   a. The federal government employs 2.7 civilians.
   b. There are about 1.5 military personnel.
4. The fifty state governments employ about five million people
5. Furthermore, the various local governments and municipalities employ 13.7 million individuals.
6. Consequently, one in six adults in the United States work for government.

III. The Structure of the National Bureaucracy
The modern federal bureaucracy is structured in fifteen separate, multilayered hierarchies with the president able to replace, alter, and otherwise rearrange the personnel working within these departments. The federal bureaucracy is complex and large with employees performing a wide array of services.

A. Cabinet Departments
1. Cabinet-level departments developed in three waves.
   a. The first wave of cabinet departments was implemented to serve necessary basic government tasks (Attorney General, Secretaries of War and State).
   b. The second wave served clientele groups (Agriculture, Veterans Affairs, and Labor).
   c. The final wave added five more that were characteristic of social and service departments (Transportation, Energy, Homeland Security).
2. The president appoints department secretaries who must be confirmed by the Senate.
3. However, the staff is hired and fired as any other employee in the private sector (albeit they must pass the civil service examination).

B. Regulatory Commissions and Agencies
1. Regulatory Commissions are headed by bipartisan boards charged with developing, implementing, and adjudicating policy in their areas of responsibility.
2. There are twelve independent regulatory commissions.
3. The boards are bipartisan and the commissioners are appointed for extended, overlapping terms.
   a. However, they can be dismissed for “inefficiency, neglect of duty, or Malfeasance.”
   b. The commissions monitor things like interest rates, determine product safety, and regulate the airwaves.
4. In theory, regulatory agencies are designed to be highly specialized with technically proficient employees who are experts in the field. However, there are political considerations when staffing the agencies.

C. Government Corporations, Boards, and Commissions
1. Congress has also created institutions to accomplish specialized task per the recommendations from various constituencies.
2. Advisory boards and commissions allow more people access to government.
3. Also, public corporations are able to borrow money, which allows these institutions to act in a more independent manner because they are less reliant on congressional funding.

IV. Policy Implementation and Its Pitfalls

In the nineteenth century, the spoils system or an arrangement based on patronage was prominent between 1830 and 1880 in which strong political parties struggled for control of Congress and the presidency with the winner taking the bureaucracy and its jobs as a prize. With the advent of the Progressive Movement the federal bureaucracy favored management to politics because programs could be implemented more efficiently to an effective end. Thus, policy-making should be characterized as non-partisan, professional, and scientific. This is the goal. However, it is difficult to separate policy from politics.

A. The Process of Policy Implementation

The Administrative Procedures Act (APA) of 1946 remains the single most important attempt by Congress to define the nature and process of bureaucratic decision-making. Through this legislation, Congress sought to establish processes and standards for rational bureaucratic rule-making and administrative adjudication that would suppress political considerations.

1. Rule-Making
   a. The bureaucracy establishes the criteria for how services and benefits will be administered. This is characteristic of bureaucratic rule-making authority or a process of defining rules or standards that apply uniformly to classes of individuals, events, or activities.
   b. This process allows administrators to deliberate the merits of the policy initiative to an end of providing a standard that is both fair and effective.
   c. However, in the Supreme Court case of S.E.C. v. Cheney (1947), the Court realized that informed discretion of an agency was necessary to make and apply rules.

2. Administrative Adjudication
   a. When there is a dispute between parties and agencies, administrative law judges (ALJs) hold hearings to resolve the problem.
      1) Administrative adjudication is guided by procedures designed to allow resolution of complex issues based on the application of specific facts rather than general rules.
      2) ALJs are courts of law guided by procedures and do follow due process rules.
      3) Often, their rulings establish new policies. Consequently, the courts have a quasi-legislative function.
   b. In 2002, administrative law judges reviewed 73,388 cases dealing with Medicare services. As decided, the claimants won 50 percent of the cases. Subsequently, administrative adjudication is quite common.

B. Policy Design and the Limitations on Implementation
Implementation is the processes of making a program or policy actually work day-to-day in the real world. However, implementing these programs has proven difficult because agencies often have conflicting goals, turf battles between rival agencies occur, and it takes many years to determine if the specific policy is “successful.”

1. Politics and Program Requirements
   a. While policy initiatives are designed to serve a desired end or achieve specific goals, political concerns often intervene.
   b. As James Q. Wilson’s research demonstrates, secondary goals and political constraints have a substantial effect on how policies are implemented.
      1) Administrators tend to limit risk at the expense of innovation and creativity.
      2) Also, managers focus more on process rather than outcome.

2. Imprecise and Contradictory Goals
   a. Agencies serve many different masters who have diverse goals.
   b. Sometimes agencies are given tasks that are inconsistent and make implementation difficult and expensive.

3. Fragmentation and Faulty Coordination
   Responsibility for creating and monitoring federal programs is fragmented among numerous agencies, subcommittees, and committees in Congress, which often negatively affects its implementation.

4. Imprecise Measure of Success
   Because it is likely to take many years to judge the effectiveness of any public policy, it is difficult to assess the success or failure of the initiative. Furthermore, this time frame makes identifying causation very difficult.

5. Proxy Administration
   The federal government establishes rules and procedures but may not actually implement the programs. In fact, many programs are administered by state and local governments who act as “proxies” for the federal agencies. Hence, problems with coordination and accountability arise. This is one explanation for the poor response by every level of government to the destruction left by Hurricane Katrina in 2005.

V. Bureaucratic Autonomy and Accountability

With the growth of the federal bureaucracy’s influence in almost every facet of society, federal agencies must be held accountable and be subordinate to the people. Yet, to be effective, agencies and federal organizations must have autonomy in order to accomplish their goals. Thus, scholars of public administration point to the delicate balance between bureaucratic accountability and agency autonomy.

A. Sources of Bureaucratic Autonomy
   1. There are two sources of bureaucratic autonomy
      a. Internal sources of influence arise from the nature or character of the agency
         1) Expertise including the education and technical experience of those employed in the agency.
         2) The organization of the agency determines how tasks are assigned, the focus of the plan and how best to implement the policy.
      b. External sources include:
         1) Constituency influences challenging the autonomy of the agency.
            These include the members of the “iron triangle” including congressional committees, agency representatives, and special interest groups.
2) Environmental factors prompting the need for the initiatives.
3) Financial considerations including funding for the policy’s successful implementation.

B. Controlling the Bureaucracy

Bureaucratic agencies are accountable to the president, Congress, and the courts. Ultimately, bureaucratic agencies are accountable to the people.

1. Executive Control
   The president oversees the bureaucracy by his power of appointment, altering administrative procedures, reorganizing departments, and using the OMB to centralize decision-making over personnel, programs, and budgeting.

2. Congressional Control
   a. Congress is responsible for funding the agencies and overseeing their actions.
   b. The literature identifies two approaches to congressional oversight:
      1) Police patrol is characterized by committees conducting “spot” performance reviews.
      2) Fire alarm oversight occurs when Congress reviews proposed regulations prior to implementation.
   c. Congressional committees rely upon specialized agencies to assist them in oversight duties:
      1) Congressional Budget Office (CBO)
      2) General Accounting Office (GAO)
      3) Congressional Research Services (CRS).

3. Judicial Control
   Courts enforce legal constraints upon the bureaucracy through court orders, assessment of awards or damages, and establishing standards.

4. Citizen Participation and Oversight
   a. The Administrative Procedures Act of 1946 mandates citizens are provided access and opportunities to participate and monitor agency programs.
   b. As a result of citizen involvement and watchdog groups, advisory committees have been instrumental in passing the 1973 Sunshine Laws and the 1966 Freedom of Information Act providing greater public participation in agency rule-making.

VI. Bureaucratic Reorganization: The Department of Homeland Security

Bureaucratic reorganization and reform are nearly continuous processes. New technologies and management techniques, communication processes are developed in response to events prompting the need for government action. Examples include Truman creating the National Security Council (NSC) and the Central Intelligence Agency (CIA) by combining existing government agencies to streamline administrative duties. The terrorist attacks of September 11, 2001 prompted President George Bush to reorganize and reform the intelligence community.

A. The Bush Approach to Reorganization
   The events on September 11, 2001 prompted the need to strengthen the quality of America’s foreign and domestic intelligence capabilities.

1. The Process
   a. Initially, Bush resisted overhauling the national security agencies.
   b. In late April, 2002 President Bush created a small, secret, and fast-moving team to define the administration’s preferred outcome.
c. The Bush administration kept this plan secret as it would certainly challenge the
jurisdictions of many congressional committees and existing agencies.
d. Bush explained the reorganization plan to the public during a national televised
address on June 6, 2002.

2. The Plan
The plan called for twenty-two federal agencies, with nearly 170,000 employees and an
annual budget of $37.5 billion, to be merged from their existing departments and
placed into the Department of Homeland Security.

3. Overcoming Congressional Turf Protection and Bureaucratic Inertia
a. Eight-eight Congressional committees and subcommittees had jurisdiction over
one or more of the twenty-two agencies scheduled to be combined into
DHS.
b. It was up to the Speaker of the House, Dennis Hastert, to minimize the
jurisdictional challenges.
c. On November 19, 2002 Congress approved the Department of Homeland
Security and former Pennsylvania Governor, Tom Ridge, was confirmed as its
first Secretary.

B. The Pitfalls of Major Bureaucratic Reform
The creation of the Department of Homeland Security illustrates the complexities of creating
a new agency from existing departments. Specifically, this plan called for the fusion of
twenty-two different histories, cultures, and responsibilities into one department.

1. The twenty-two agencies had different origins and histories that were threatened by the
creation of the new agency.
2. Only 15 percent of the new department’s employees were located in Washington, DC
creating a logistical challenge to coordinate resources and personnel.
3. No less than seventy-nine committees and subcommittees had jurisdiction over the
DHS.
4. In 2004, Tom Ridge resigned as Secretary and Michael Chertoff took over as director
in early 2005.
5. Chertoff further reformed the department to better respond to domestic and
international terrorist threats.
6. Many were concerned that the reforms came too quickly. Their fears were brought to
light in the subsequent failures of the new department in the aftermath of
Hurricane Katrina.
   a. As of 2005, $175 billion has been spent on the fledgling department.
   b. Policy analysts believed the department focused too much on counter-terrorism
      and did not address emergency responses—a main component of the department
      as FEMA was now under the direction of the DHS.
   c. Internal problems in DHS have led to mass defections from top-tier department
      officials.
7. The current debates over border security and immigration reform have, once again,
placed DHS in the forefront of public discussion concerning the size, scope, and role of
the federal bureaucracy.

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Lecture Suggestions
Institutional Focus: The Fiscal Year 2011 Budget for the Federal Government

I. The Budget Process
   A. The process for passing the federal budget is complicated and involves a great deal of debate, bargaining, and compromise.
   B. The process may be broken down into four stages:
      1. The president submits the budget to Congress by the first Monday in February.
      2. Congress begins reviewing the budget proposal.
         a. The budget is separated into eleven appropriations bills.
         b. The House and Senate Budget Committees formulate the budget resolutions, usually in early May.
         c. Both chambers vote on the budget resolutions in mid to late May.
         d. In June, the budget conference committee reconciles differences in the bills.
         e. Floor votes on the reconciled resolutions.
         f. In July, the proposed budget is sent to the various committees based upon jurisdiction.
            1) House and Senate Authorization Committees (budget reconciliation)
            2) House and Senate Appropriations Committee (budget allocations).
         g. House and Senate authorizing committees refer recommendations to House and Senate Budget Committees.
         h. Reconciled bills (authorization and appropriations) go to a floor vote in both the House and Senate. The floor votes on the eleven bills separately.
         i. Budget reconciliation (authorization) conference committee is formed.
         j. Budget appropriation (budget allocations) conference committee is formed.
         k. Both chambers vote on appropriation bills from the different conference committees in September.
         l. The president may sign or veto the eleven appropriation bills.
         m. The budget-reconciliation conference committee (Authorization) submits a final bill (the budget that will be presented to the president) for floor votes in both chambers.
         n. The approved bill (final budget) is presented to the president for approval or veto.
      3. The various agencies, federal departments and the appropriate laws are reviewed by the General Accounting Office (GAO) and Congressional Budget Office (CBO).
      4. Audits of agency spending are conducted by the Congressional Budget Office (CBO).

II. The 2011 Budget
   A. Funding for Cabinet Departments
      1. Agriculture 27B
      2. Commerce 13.9B
      3. Defense 660.4 B with 33B Supplemental
      4. Education 46.8B
      5. Energy 26.4B
      6. Health and Human Services 79.6B
7. Homeland Security 42.6M
8. Housing and Urban Development 43.6B
9. Interior 12B
10. Justice 27.7B
11. Labor 14.3B
12. State with international assistance 50.7B with 4.5B supplemental
13. Transportation 77B
14. Treasury 13.5B
15. Veterans Affairs 56.1B

B. Other Agencies
1. Corporation for National and Community Service 1.15B
2. Environmental Protection Agency 10B
3. Army Corps of Engineers 5.4B
4. Aeronautics and Space Administration 18.3B
5. National Intelligence classified
6. Social Security Administration 11.6B

C. Totals
1. Receipts 2.5T
2. Outlays 3.8T
3. Deficit 1.3T

III. Conclusion
It is important to note that the fiscal year for the annual budget begins on October 1 and ends September 30. In the early summer, the president is mandated to send any revisions (such as emergency spending) to Congress prior to the House and Senate Appropriation Committees’ final vote on the eleven separate appropriations bills. As is evident by the amount of money involved and the complex process, formulating the annual budget is vital to the country’s interest and constitutes one of the most important votes any member of Congress casts.
Projects, Exercises, and Activities

1. As a group exercise, divide the students into fifteen groups each representing a single federal agency. Next, have the students access the website. Research the agency’s mission, staffing, and personnel, the structure, budget, culture, and relevant policy issues implemented in the past four years. If possible, compare and contrast the agencies activity under the direction of two different cabinet secretaries or U.S. presidents. Also, be certain to identify the congressional committees that hold congressional oversight and what duties they serve. Finally, has the agency been effective or is it in need of reform? Why or why not?

2. Access the website for the Milano New School for Management and Public Policy at http://www.newschool.edu/milano/news_events_recent_urban_conv_cities_at_risk.aspx?s=5:3 and click on the link for the publication titled, Cities at Risk. A direct link to the document is http://www.newschool.edu/milano/urbanconversations/cities_at_risk.pdf. As an individual, class, or group project investigate the various recommendations of the authors for rebuilding New Orleans in the aftermath of Hurricane Katrina. What propositions seem financially feasible? What is the role of the various levels of government (local, state, and federal) and the bureaucratic agencies according to the readings? What preventive measures can and should be taken to improve government response, with special attention given to the Department of Homeland Security, FEMA, and various state agencies to assure this bureaucratic debacle is not repeated.

3. Give your students a monthly budget that falls below or near the official poverty level for a family of four. Ask your students to create a realistic budget for a month. They should choose actual apartments, grocery stores, and transportation options available in their communities. Once students have composed their budget, charge them with identifying public assistance options available to their mock family. They should collect forms, place calls, and provide the most accurate picture possible of what benefits are available and how those benefits are dispersed. After students report their results, engage the entire class in a discussion of the merits, drawbacks, and oversights of the state and federal bureaucracy.
**Additional Resources**

*Supplemental Readings*


*Websites*

**CBO**
This link is the website for the Congressional Budget Office that provides objective and non-partisan analyses to aid in economic and budgetary decisions. This is a great site to access for questions regarding the federal budget.

**USA. Gov**
The site provides links to various federal, state, and local agencies. It is a good reference site to pass on to students interested in working for the federal government.

**National Archives**
This website is sponsored by NARA, an independent federal agency in charge of filing and providing federal records, historical documents, speeches, and government photos. The public may access this information per the Freedom of Information Act of 1966.

**The White House**

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The official website for the White House, which provides information concerning the various departments, agencies, commissions, and government corporations that are within the vastness of the executive branch.

**OMB**
This is the site for the Office of Management and Budget which sets budget priorities and provides legislative clearance for the federal budget. It is good to utilize this site in juxtaposition to the CBO for executive-legislative relations analysis relative to the federal government. It contains access to videos, live streams, and a blog where announcements, speeches, and analyses are contained to provide numerous points of information for both yourself and your students relative to bureaucratic politics.

**GAO**
This is the main Web page for the Congress’ Government Accountability Office which conducts investigations that assist the Congress in conducting oversight on federal agencies. It contains videos of congressional committee oversight hearings across the panoply of executive and judicial bureaucratic topics.