Reading Number 38
from *In the Web of Politics*
by Joel Aberbach and Bert Rockman

p. 256, ¶ 2, line 3– “It is... at the top levels of the bureaucracy where leadership is demanded and
where attention to issues of representativeness, quality, morale, responsiveness, and adaptability
is especially crucial.”

Ibid., ¶ 2– “Numerous issues affect the bureaucracy as a whole, including recent emphasis on
customer satisfaction, downsizing, and employee morale and training.”

Ibid., ¶ 3– “Politics, policy, and expertise meet uneasily at the top of the bureaucracy.”

p. 257, ¶ 1– “Presidential administrations demand responsiveness from career officials, but career
officials must balance neutrality with helpfulness.”

Ibid., ¶ 3– “First of all, democratic processes are used to select politicians, but not bureaucrats.”

Ibid.– “Second, ... bureaucrats may reflect the preferences of the previous administration and be
reluctant to adjust to new policies and leaders. Third,... bureaucrats must be especially averse to
novelty. Fourth, as policy gets more and more complex, so does policymaking.”

p.258, ¶ 3– “Bureaucrats are involved in policymaking mainly because bureaucrats do the details,
and, as the saying goes, the devil resides therein.”

Ibid., ¶ 5– “There are four problems with the idea or practice of making bureaucrats mores responsive...”

p. 259, ¶ 2– “The problems of directional clarity arise because political leaders sometimes do no know exactly what they want or may even wish to avoid the risk of choosing.”

Ibid., ¶ 3– “The second problem arises because not everything political leaders want is consistent
with prevailing law.”

Ibid., ¶ 4– “The third problem arises when political leaders try to budge a recalcitrant bureaucracy.”

p. 260, ¶ 2– “Theorists have noted that U.S. political institutions have different constituencies.”

p. 261, ¶ 2– “Epic struggles have in fact occurred between the branches with regard to the reach
of their authority, even when the same party has controlled the legislative and executive branch.”