

NALEO

Policy Making and Bureaucracy

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The Dichotomy

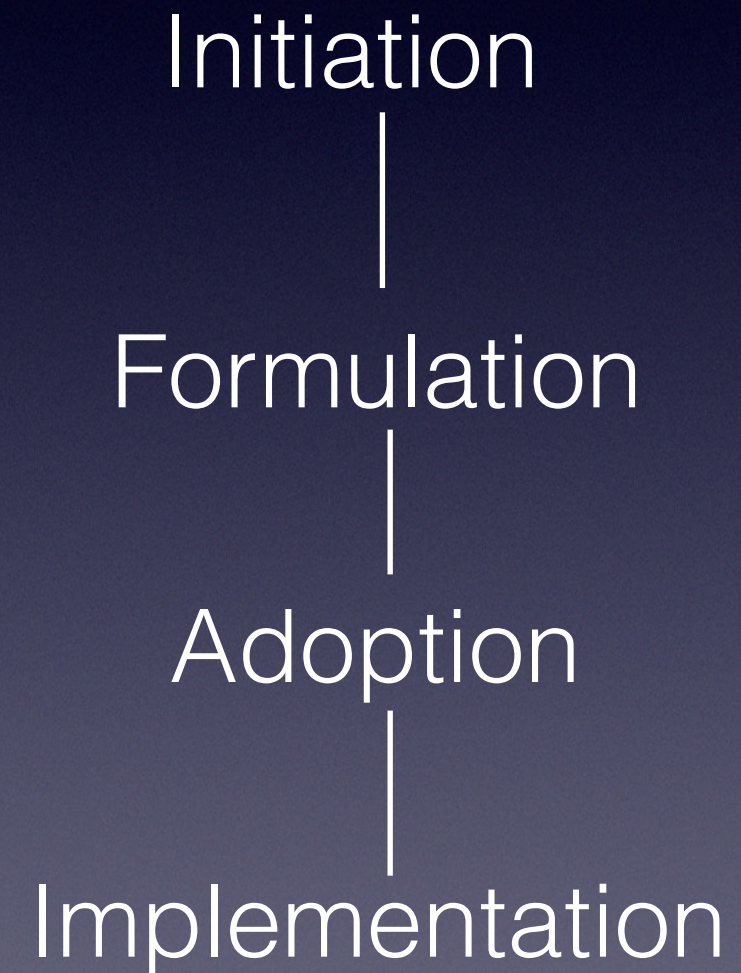
- The political/ Administration Dichotomy
- Politicians make policy
- Government Officials Administer Policy

What is Policy Making

- Determines services and levels of service
- Determines what type of development will occur
- Determines the future of your community
- Its messy, fluid, incremental, confused and often disorderly and even incoherent

What is Policy?

- Governing Principals, Plans and Course of Action
- Ordinances and Resolutions
- General Plan
- Strategic Plan
- Budget



What is Bureaucracy?

- Hierarchy chain of Command
- Specialization, Organization of Functions
- Uniform Rules
- Standardized Procedures

What is Bureaucracy?

Revolutionary Change in the Structure of Our Relationships			
What Bureaucracy Is	Why It Once Triumphed	Why It Fails Now	What Replaces It
Hierarchical chain of command	Brought simple large-scale order Bosses brought order by dominating subordinates	Cannot handle complexity Domination not best way to get organization intelligence	Vision and values Teams (self-managing) Lateral Coordination Informal Networks Choice Free Intraprise
Specialization Organization by function	Produced efficiency through division of labor Focused intelligence	Does not provide intensive cross-functional communication and continual peer-level coordination	Multiskilling specialists and intrapreneuring Organization in market-mediated networks
Uniform rules	Created a sense of fairness Clearly established power of bosses	Still need rules, but need different rules	Guaranteed rights Institutions of freedom and community
Standard procedures	Provided crude organizational memory Able to use unskilled workers Overcame old ways	Responds slowly to change Does not deal will with complexity Does not foster interconnection	Self-direction and self-management Force of the market and ethical community
A career of advancing up-the-ladder	Bought loyalty Furnished continuity of elite class of managers and professionals	Fewer managers needed and more educated workforce expects promotions; therefore, not enough room for advancement	A career of growing competence A growing network to get more done More pay for more capabilities

Understanding Bureaucracy

- Gatekeepers: Preventers
- Enablers: Lets get it done