## Instructor's Solution Manual

Politics of the Administrative Process, 8th Edition by Kettl Donald

#### Chapter 1: Accountability

#### Chapter Objectives

- Understand the three intertwined themes of the book: politics, performance, and accountability.
- · Explore the history of the administrative process.
- Examine the central role of accountability in the administrative process.

#### Chapter Summary

Chapter 1 begins with detailing President Trump's concern over the "deep state" and his criticisms over bureaucracy. Top politicians have criticized bureaucracy, highlighting issues of waste, fraud, and abuse. Bureaucracies exercise vast power, and the issue of vast power being kept under the control of elected officials is a big problem of accountability.

The American people have the expectation that government will solve problems. In order to do so, government must coordinate with partners through complex systems. Deciding what to do and how to do it invites politics as different values and priorities come into play. Yet, throughout the process, there is the expectation by the people that government will be effective, efficient, and accountable. The chapter provides one example, that of the Flint, MI water crisis, which had origins in running government more like a business. Americans are suspicious about the exercise of political power, yet they expect efficiency, effectiveness, and equity from their government, but as this case illustrates, sometimes this has devastating results.

Accountability is firmly rooted in American history. The Founding Fathers were necessarily ambiguous about the details of public administration, leaving big administrative questions for later leaders to work out due to the politics of the time. The Progressives, in the late nineteenth century, grappled again with these questions and helped to further develop American ideas around executive power. Woodrow Wilson, among them, helped to outline a central difficulty in public administration referred to as the "policy-administration dichotomy," where elected officials, accountable to citizens, make laws, but administrators, who are accountable to these elected officials, are the ones who actually carry out the laws. His ideas were challenged by political scientist John Gaus who pointed out that laws are not always clear and are further

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