

- The Bureaucracy
  - Essential to administration of programs
    - Most state programs
  - According to book
  - In MA
  - Characteristics of Bureaucracy
    - Hierarchy
      - Top down
    - Division of Labor
      - Vertically & horizontally
      - Staff officers
      - Line officers
      - Specialization
    - Rules
  - Govts not only social institutions on bureaucratic

- Difference: Public vs. private

#### — Under Constitution

- Governor exercises supervision
- Nominates
- Positions report to Gov
- Can't always control
- Executive officials have discretion
- Political Appointees vs. senior civil servants

#### — Protecting the People's Rights

- Tremendous expansion of govt's
- Concerns of abuse
- Freedom of Information Act
- Open Meeting Law
- Whistle Blowers Protection Act
- Controlling the Bureaucracy

— All 3 branches play role

— Six major activities

- Administering Law & Managing Programs
- Policy Development
- Rule-Making and Regulation
- Interpreting and Applying the Law
- Going to Court
- Program Evaluation

• State Budget Process

— Constitution requires balanced budget

— Process commences in June

- Exec Office for Administration and Finance (EOA&F)
- Aug 15
- Agency requests
- Constitutional officers, legislature & judiciary requests

- Open hearing
- Recommendations forwarded to Gov
- EOA&F reviews
- Gov formally submits
- Considered by Gen Ct
- General Appropriation Bill (re: House Bill 1)
- Annual Appropriations Act
  
- State Employees
  - “Under civil service”
    - Civil Service Law
  
  - Civil Service System
    - Selection on basis of merit
      - Created to avoid “spoils system”
  
    - Beginning in 1980s
  
    - Divides into 2 broad categories:

- Official service
  
- Labor service
  
- Upper echelon exempted from civil service
  
- Exams
  
- Eligibility lists
  
- Openings
  - All appointments subject to trial period
  
  - Acquires tenure
  
  - If temporary appointment
  
  - If emergency appointment
  
- Promotion = another exam
  
- Removals
  - Rights spelled out
  
- Unions
  - Illegal to strike

- Collective bargaining law

— Ethics