

# agency under stress

THE SOCIAL SECURITY  
ADMINISTRATION IN  
AMERICAN GOVERNMENT

MARTHA DERTHICK

THE BROOKINGS INSTITUTION  
WASHINGTON, D.C.

# Agency Under Stress The Social Security Administration In American Government

**Michael Barzelay, Colin H. Campbell**



## **Agency Under Stress The Social Security Administration In American Government:**

**Agency Under Stress** Martha Derthick, 2011-03-01 Prize winning author Martha Derthick draws on the recent experience of the Social Security Administration to examine the quality of policymaker's guidance and the feasibility of their policies. Derthick concludes that many structural features of American government hinder good administration: that policymakers lack concern for administration and that they often miscalculate the administrative consequences of their policy choices. To illustrate this argument, *Agency Under Stress* analyzes two much publicized cases of poor performance by one of the biggest and best established of U.S. government agencies, the Social Security Administration. The first case is that of the supplemental security income program to support needy blind, aged, and disabled persons. Given responsibility for administering the program in 1974, the Social Security Administration was unequal to the task: many payments were made in error, many eligible persons were not paid, computer systems were not ready, field employees worked millions of hours of overtime, and other agency programs suffered. The second case is that of an eligibility review that Congress ordered the Social Security Administration to conduct for disability insurance recipients in the 1980s. The results were similarly traumatic: of over 1.2 million cases examined, 495,000 had benefits terminated, and flooded with appeals, the courts ruled overwhelmingly against the agency. Derthick's analysis and conclusions have far-reaching implications for how the government can effectively serve its clients.

The Growth of American Government Ballard C. Campbell, 2014-12-29 How and why has government gotten bigger? Should be a compulsory assignment for any seminar on modern political culture. *The Journal of American History*: American government has evolved over the generations since the mid-nineteenth century. The changing character of these institutions is a critical part of the history of the United States. This engaging survey focuses on the evolution of public policy and its relationship to the constitutional and political structure of government at the federal, state, and local levels. A new chapter in this revised and updated edition also examines the debate about big government in recent decades. A marvelous multidisciplinary synthesis that builds on the findings of historians of national, state, and local government along with those of economists and political scientists to provide a coherent account of the rise of modern American governing structures. *Journal of Interdisciplinary History*.

*Institutions of American Democracy* Joel D. Aberbach, Mark A. Peterson, 2005-10-27 Presents a collection of essays that provide an examination of the Executive branch in American government, explaining how the Constitution created the executive branch and discusses how the executive interacts with the other two branches of government at the federal and state level.

Social Security Bulletin, 2010

The Oxford Handbook of U.S. Social Policy Daniel Béland, Christopher Howard, Kimberly J. Morgan, 2015 The American welfare state has long been a source of political contention and academic debate. This Oxford Handbook pulls together much of our current knowledge about the origins, development, functions, and challenges of American social policy. After the Introduction, the first substantive part of the handbook offers an historical overview of U.S. social policy from the colonial era to the

present This is followed by a set of chapters on different theoretical perspectives available for understanding and explaining the development of U S social policy The three following parts of the volume focus on concrete social programs for the elderly the poor and near poor the disabled and workers and families Policy areas covered include health care pensions food assistance housing unemployment benefits disability benefits workers compensation family support and programs for soldiers and veterans The final part of the book focuses on some of the consequences of the U S welfare state for poverty inequality and citizenship Many of the chapters comprising this handbook emphasize the disjointed patterns of policy making inherent to U S policymaking and the public private mix of social provision in which the government helps certain groups of citizens directly e g social insurance or indirectly e g tax expenditures regulations The contributing authors are experts from political science sociology history economics and other social sciences

### **Dismantling the Welfare State?** Paul Pierson,1995-09-29

This book offers a careful examination of the politics of social policy in an era of austerity and conservative governance Focusing on the administrations of Ronald Reagan and Margaret Thatcher Pierson provides a compelling explanation for the welfare state s durability and for the few occasions where each government was able to achieve significant cutbacks The programmes of the modern welfare state the policy legacies of previous governments generally proved resistant to reform Hemmed in by the political supports that have developed around mature social programmes conservative opponents of the welfare state were successful only when they were able to divide the supporters of social programmes compensate those negatively affected or hide what they were doing from potential critics The book will appeal to those interested in the politics of neo conservatism as well as those concerned about the development of the modern welfare state It will attract readers in the fields of comparative politics public policy and political economy

### *Creating Public Value* Mark H. Moore,1997-03-25

Moore presents his summation of 15 years of research observation and teaching about what public sector executives should do to improve the performance of public enterprises This book explicates some of the richest cases used at Harvard s

Kennedy School of Government and illuminates their broader lessons for government managers

### **Retrenchment in the American Welfare State** Martin Schuldes,2011

The consolidation of public finance has become the most prevalent topic in recent policy discourse in the US However the political debate about fiscal belt tightening stretches back to the last decades of the past millennium induced by deteriorating economic conditions which followed the first oil price shock in the early 1970s Retrenchment in the American Welfare State investigates to what extent different welfare state programs in the US were affected by cutbacks during the Republican Reagan era on the one hand and during the Democratic Clinton era on the other and to what extent these cutbacks reveal certain patterns of retrenchment and how the measured discrepancies can best be explained Series Studies in North American History Politics and Society Studien zu Geschichte Politik und Gesellschaft Nordamerikas Vol 30

### How Policy Shapes Politics Jeb Barnes,Thomas Frederick Burke,2015

Comparing judicialized and bureaucratized injury compensation policies Jeb Barnes and Thomas F Burke conclude that litigation divides

interests between victims and villains and winners and losers and so creates a comparatively fractious chaotic politics

**Civil Rights in the United States** Hugh Davis Graham,2010-11-01      Universal Coverage Rick Mayes,2004 Examines why the U S is the only industrialized nation without universal health insurance coverage      **The Imprint of Congress** David R. Mayhew,2017-05-23 What kind of job has America s routinely disparaged legislative body actually done In The Imprint of Congress the distinguished congressional scholar David R Mayhew gives us an insightful historical analysis of the U S Congress s performance from the late eighteenth century to today exploring what its lasting imprint has been on American politics and society Mayhew suggests that Congress has balanced the presidency in a surprising variety of ways and in doing so it has contributed to the legitimacy of a governing system faced by an often fractious public      **Robert Ball and the Politics of Social Security** Edward D. Berkowitz,2003 Berkowitz tells the inside story of Social Security politics including controversies during the 1970s Congressional rescue of the program in 1983 and the ongoing debates about structure and solvency that have enveloped the program since the 1990s He looks at how the Social Security Administration gained and nearly lost a reputation for administrative competence how Medicare was put into operation and why campaigns to create national health insurance have failed Jacket      **Taxation** Simon R. James,2002      **Preparing for the Future** Michael Barzelay,Colin H. Campbell,2003-07-31 While the Clinton Administration and federal agencies were busy making government cost less and work better in the near term the United States Air Force was regularly visualizing the competencies needed to assure the organization s long term effectiveness As a result of steady efforts to prepare for the future conducted under successive secretaries and chiefs of staff the Air Force has developed a distinctive approach to strategic planning This approach is fundamentally concerned with ensuring that the organization s future capabilities support effective performance of future tasks Such tasks are shaped by ever changing policy objectives and circumstances of implementation After eight years the Air Force has not only successfully refined its distinctive approach to strategic planning but has also leveraged change in programmatic decisions human resource management and operational technologies This study provides an inside look at how the Air Force came to formulate and declare its strategic intent for developing the organization s capabilities over a timeline of more than twenty years Air Force strategic intent is not a plan but a shared commitment to strengthening specific core competencies and critical future capabilities Michael Barzelay and Colin Campbell reveal how one of the nation s most significant public organizations has reassessed its own strategic intent Drawing lessons from the Air Force experience this book provides a significant contribution to public management research on innovation and executive leadership One key lesson is that preparing for the future is a responsibility that organizations can discharge effectively if they combine insights with practical knowledge of executive leadership and the dynamics of policy change Preparing for the Future provides a fresh argument about innovation and leadership in public management while breaking new ground in the analysis of managerial practices such as strategic v      **Presidential Power** Robert Y.

Shapiro, Martha Joynt Kumar, Lawrence R. Jacobs, 2000-08-31 Richard Neustadt's seminal work *Presidential Power: The Politics of Leadership* has endured for nearly four decades as the core of academic study of the American presidency. Now building on and challenging many of the arguments in Neustadt's work, *Presidential Power: Forging the Presidency for the Twenty-first Century* offers reflections and implications from what we have learned about presidential power as the new century dawns. These essays, including a new contribution by Neustadt himself, forge a solid reexamination of Neustadt's *Presidential Power* that address questions raised but not resolved by his work. A notable aspect of this volume's analysis is the transformed institution of the presidency in the wake of the impeachment hearings of the country's last twentieth-century president, Bill Clinton. From the portrayal of presidents as persuaders to the politics of presidential transitions, each of the constituent essays in this volume provides an engaging look at the state of the American presidency. The Power of Communication

Doris A. Graber, 2002-09-01 Whether it's the Internal Revenue Service or the local police department, every person's life is affected by how public organizations handle information. New technologies are inundating us with data; agencies collect, store, analyze, and disseminate information. How organizations manage this information is crucial to their effectiveness, efficiency, and accountability. It is becoming more difficult for public organizations to formulate clear messages. Political pressure from elected officials and public scrutiny make the task of managing communication even more daunting. By helping students see how communication networks must be treated within larger psychological, cultural, and mechanical contexts, Graber presents ways to construct effective channels so information is transmitted to the appropriate audiences, linking policy decisions and feedback from citizens. Blending the best of theory and practice, *The Power of Communication* helps both students and practitioners turn a flood tide of information into an asset rather than a menace to good government.

HIV and the Blood Supply Institute of Medicine, Committee to Study HIV Transmission Through Blood and Blood Products, 1995-10-05 During the early years of the AIDS epidemic, thousands of Americans became infected with HIV through the nation's blood supply. Because little reliable information existed at the time AIDS first began showing up in hemophiliacs and in others who had received transfusions, experts disagreed about whether blood and blood products could transmit the disease. During this period of great uncertainty, decision making regarding the blood supply became increasingly difficult and fraught with risk. This volume provides a balanced inquiry into the blood safety controversy, which involves private sexual practices, personal tragedy for the victims of HIV/AIDS, and public confidence in America's blood services system. The book focuses on critical decisions as information about the danger to the blood supply emerged. The committee draws conclusions about what was done and recommends what should be done to produce better outcomes in the face of future threats to blood safety. The committee frames its analysis around four critical areas: Product treatment. Could effective methods for inactivating HIV in blood have been introduced sooner? Donor screening and referral, including a review of screening to exclude high-risk individuals. Regulations and recall of contaminated blood. Analyzing decisions by federal agencies and the private sector. Risk

communication examining whether infections could have been averted by better communication of the risks

**The Oxford Handbook of American Bureaucracy** Robert F. Durant, 2012-08-02 One of the major dilemmas facing the administrative state in the United States today is discerning how best to harness for public purposes the dynamism of markets the passion and commitment of nonprofit and volunteer organizations and the public interest oriented expertise of the career civil service Researchers across a variety of disciplines fields and subfields have independently investigated aspects of the formidable challenges choices and opportunities this dilemma poses for governance democratic constitutionalism and theory building This literature is vast affords multiple and conflicting perspectives is methodologically diverse and is fragmented The Oxford Handbook of American Bureaucracy affords readers an uncommon overview and integration of this eclectic body of knowledge as adduced by many of its most respected researchers Each of the chapters identifies major issues and trends critically takes stock of the state of knowledge and ponders where future research is most promising Unprecedented in scope methodological diversity scholarly viewpoint and substantive integration this volume is invaluable for assessing where the study of American bureaucracy stands at the end of the first decade of the 21st century and where leading scholars think it should go in the future The Oxford Handbooks of American Politics are a set of reference books offering authoritative and engaging critical overviews of the state of scholarship on American politics Each volume focuses on a particular aspect of the field The project is under the General Editorship of George C Edwards III and distinguished specialists in their respective fields edit each volume The Handbooks aim not just to report on the discipline but also to shape it as scholars critically assess the scholarship on a topic and propose directions in which it needs to move The series is an indispensable reference for anyone working in American politics General Editor for The Oxford Handbooks of American Politics George C Edwards III

**The Centrelink Experiment** John Halligan, Jules Wills, 2008-12-01 Centrelink was established in 1997 as part of the Howard government's bold experiment in re framing social policy and re shaping service delivery Centrelink was the embodiment of a key tenet of the Howard vision for public service a specialised service delivery provider agency separated from the policy functions of the purchaser Carved out of a monolithic Department of Social Security Centrelink was established along business lines operating 320 service centres and delivering payments to 10 million Australians Although enjoying monopoly provider status the organisation was required to deliver services to many different clients on behalf of its purchasing departments up to 25 in total under the terms of quasi contractual service agreements It was meant to demonstrate a greater level of both transparency and accountability for the administration of payments amounting to over 60 billion of Commonwealth expenditure For many years there was a real buzz around the Centrelink experiment and staff and clients were generally enthusiastic about the transformation However after around eight years the experiment was reined in and Centrelink was placed under closer ministerial direction and under a new managing department The experiment continues but its trajectory reflects the different pressures impacting on such dedicated services delivery agencies John

Halligan Professor of Government at the University of Canberra is a foremost Australian expert on public sector governance and has published extensively on the evolution form and behaviour of the public sectors in Australia and overseas This volume is the culmination of an exhaustive empirical study of the origins and experience of the Centrelink Experiment I commend this book to researchers policy practitioners and students with an interest in policy innovation change management and the realpolitik of public sector reform



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