CHAPTER 10

Bureaucracies, Policymaking, and Governance

This chapter discusses the role of the bureaucracy in the modern state, with a particular emphasis on the British Civil Service. Bureaucratic structures can provide considerable social and political benefits, as evident in the Indian Civil Service. They can also allow for considerable economic growth, provided they have enough embedded autonomy to do so. The chapter then introduces a number of theoretical approaches to decision making drawn from Allison and literature on New Public Management. The recent trend of "agenification" in the UK is discussed, along with the concepts of governance and "good governance." The chapter concludes with a summary of the related concepts of policy communities, "iron triangles," and issue networks.

Chapter Outline

- **The Civil Service**

- **"Embedded Autonomy"**

- **Theories of Bureaucratic Policymaking**

- **"Agencification"**

- **Governance**

- **Policy Communities, "Iron Triangles," and Issue Networks**

- **Conclusion: Towards a Network State?**

Key Terms

Agencification	Issue networks	Rechtsstaat
Civil society	New Public Management (NPM)	Sustainable development
Embedded autonomy	Policy communities	
Iron triangles	Principal–agent relations	

Discussion Questions

1. In the British Civil Service, the bureaucracy is intended to maintain a stance of political neutrality in exchanged for job security. Is this the proper way to run a bureaucracy? Why or why not?

2. What is "embedded autonomy" and why is it considered important?

3. What is New Public Management and how does it differ from the management style that proceeded it?

4. What are some of the characteristics of "good governance"? What is the importance of the concept?

5. Does the American phenomenon of "iron triangles" help or hinder the formulation of public policy? In what way(s)?

6. Are there connections between the elements good governance and a strong state? Which countries are good examples for this discussion?

Further Resources

- http://www.civilservice.gov.uk/
  Home page for the UK Civil Service

- http://www.psc-cfp.gc.ca/index-eng.htm
  Home page for the Public Service Commission of Canada

- http://www.ccgg.ca/
  Canadian Coalition for Good Governance home page

- http://www.opendemocracy.net/democracy-europefuture/article_347.jsp
  Full text of an article entitled "European unification in the era of the network state" from open-democracy.net

- http://www.cwhn.ca/en
  Canadian Women's Health Network advocates for women's health issues

- https://careers.state.gov/civil-service
  The US Civil Service website

- Cohen Griffin, M. and J. Pulkingham, eds. (2009). *Public Policy for Women: The State, Income Security, and Labour Market Issues*. Toronto: University of Toronto Press.