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**POLITICS & GOVERNMENT**

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*The Giant with Feet of Clay*

"Fear of Bureaucracy: A Raging Pandemic" by Herbert Kaufman, in *Public Administration Review* (Jan.-Feb. 1981), 1225 Connecticut Ave., N.W., Washington, D.C. 20036.

That the federal bureaucracy is too big and too powerful has become an article of faith in American politics. But Kaufman, a Senior Fellow at the Brookings Institution, maintains that the power of the civil servant is vastly exaggerated.

At first glance, fears of an omnipotent bureaucracy are understandable. How can 537 elected officials (the Congress, the President, and the Vice President) properly supervise the U.S. government's three million civilian and two million uniformed workers? Indeed, the dramatic extension of Washington's responsibilities has meant that politicians must frequently rely on the bureaucracy's corps of experts—many of whom outlast elected officials—for substantive guidance.

But critics tend to forget the constraints on bureaucratic power, writes Kaufman. A President determined to dictate an agency's course will eventually get his way, as when President Nixon ordered the Justice Department and the FBI to slow their investigations of the Watergate break-in. Congress, with its budgetary and investigatory powers, can strike terror into administrators' hearts. And, in recent years, the courts have usurped many bureaucratic prerogatives, often overseeing specific agency programs.

The biggest check on bureaucrats' power, however, may be other bureaucrats. Agencies such as the Commerce Department and the Consumer Product Safety Commission, which serve different constituencies, clash continually. The Army Corps of Engineers and the Bureau of Reclamation compete for new public works projects. And jurisdictional overlaps (such as that between the Justice Department's Antitrust Division and the Federal Trade Commission) sometimes keep bureaucrats busier protecting their turf than expanding it.

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**FOREIGN POLICY & DEFENSE**

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*An Incurable Adversary*

"Whither the Soviet Union?" by William E. Odom, in *The Washington Quarterly* (Spring 1981), Dept. WQ, Transaction Periodicals Consortium, P.O. Box 1262, New Brunswick, N.J. 08903.

Can the Soviet Union be induced to curb its expansionism and accept the international status quo? Presidents Nixon, Ford, and Carter believed so, as they negotiated arms control pacts and promoted trade with the USSR. But their policies were doomed because Soviet leaders perceive international stability as a threat in itself. So writes Odom, a