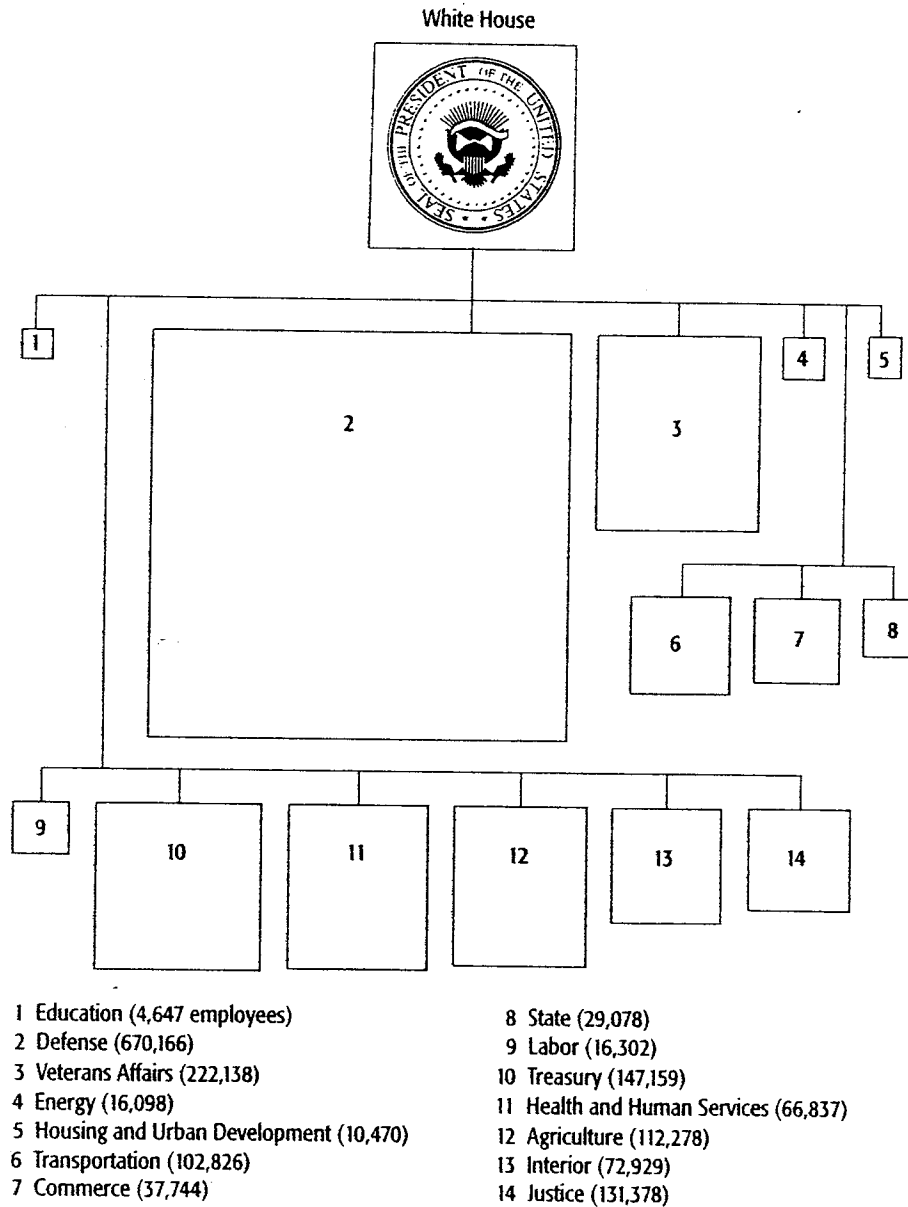


Weber's "Bureaucracy"

In any case, these five related beliefs that lead to legitimacy of the given authority are as follows: (1) You share the belief that a legal code can be established which can claim obedience from members of the organization (this can either be imposed on you with your willing agreement, as we talked about with "mutual consent," on the "micro" level as when you agree to the rules of a card game or other such activity or as when you voluntarily do homework assignments or it can be imposed on you more strictly, as when you obey a superior officer in the military (all of which assumes you've accepted your responsibilities along with your rights according to the Constitution). (2) You believe that this law is a consistent system of general abstract rules which are applied (with appropriate equity) to particular cases--speed limits apply to everybody--and that administration looks after the interests of the organization within the limits of the law--the cops don't search your car when they're just supposed to be checked for speeding. (3) You believe that the persons exercising authority--the "officials"--therefore also obey this impersonal order, that is, that they treat you according to these general and equitable rules and not on the basis of their personal whims (this is where "bureaucratic discretion" often makes a difference--an officer who's had a bad breakfast may give you a ticket while she lets another violator go). (4) You understand that you only obey the law as a member of the given organization (poker rules apply only among poker players, university rules only within the university framework, Kennesaw city ordinances [gun-owning requirement] only in Kennesaw [the opposite in Morton Grove, IL], etc.). (5) And, finally, you understand, corresponding with the third belief, that obedience is not due to the person, Joe Blow, who holds authority but to the impersonal (i.e., the legal) order which has granted the position to the person (so you obey the cop not because he's bigger than you are but because he's an officially authorized, uniformed policeman, "Officer Blow"; you obey the teacher likewise because you've agreed to the notion university teachers have been hired because they can teach you certain things).

In any such "legal authority" system, be it a government or business bureaucracy, as Weber describes it, (1) official tasks are organized on a continuous, regulated basis--work obviously has to be organized and routinized (your agency or company is always going to be processing, say, zoning variance applications or producing widgets); (2) these tasks are divided into functionally distinct spheres (horizontal specialization--one group looks at manufacturing, another at advertising, another at selling, etc.) and each is furnished with the requisite authority and sanctions (to tell people what to do and to be able to do something to them if they don't--if you don't produce 10,000 widgets a week, you'll be in trouble); (3) offices are arranged hierarchically (vertical

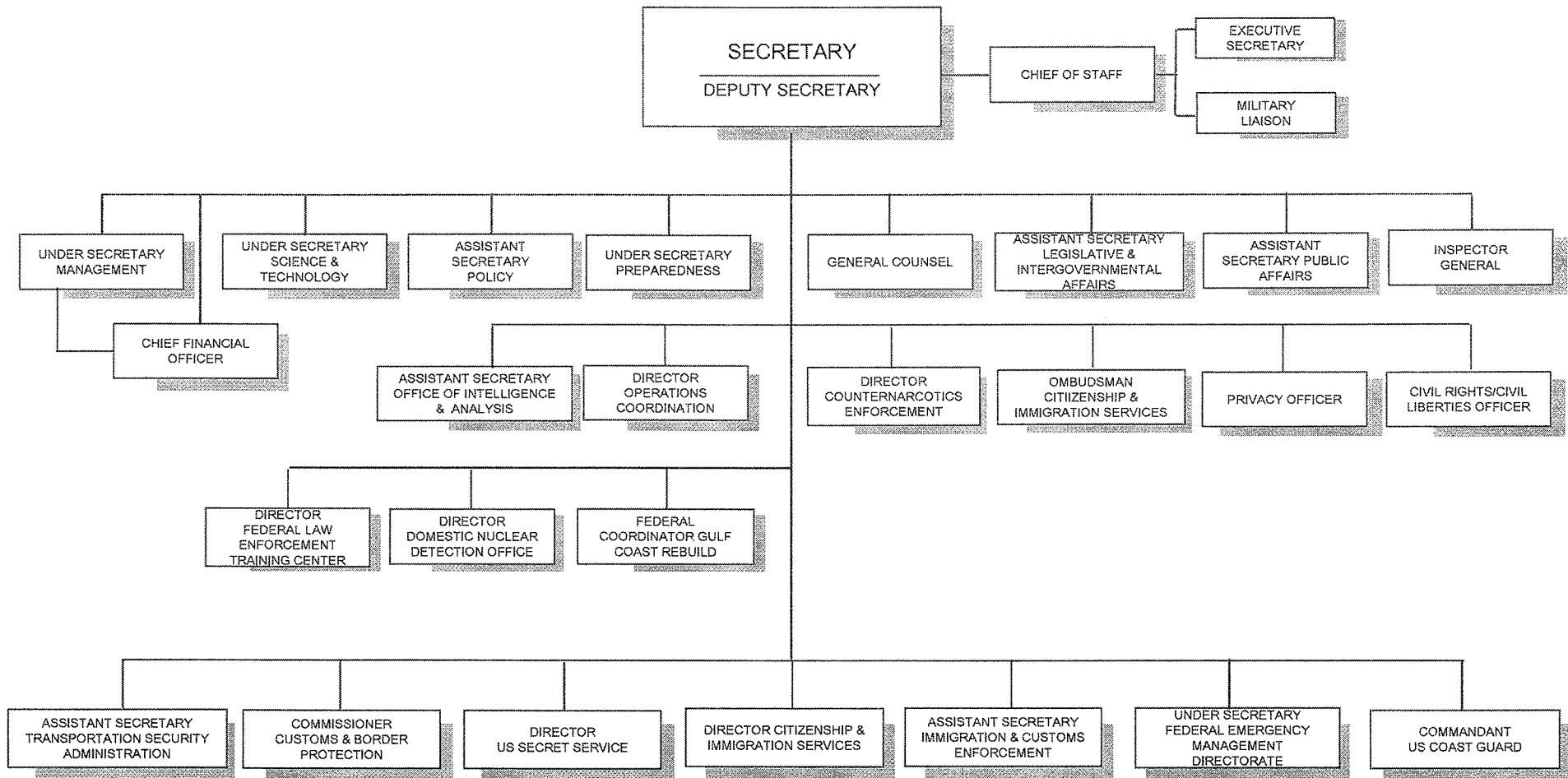
Figure 7.5 Organization Chart for Federal Government, Showing Department Sizes



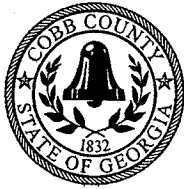
SOURCE: Based on data in *Statistical Abstract of the United States, 2003* (Washington, DC: U.S. Government Printing Office).

From: Grover Starling, *Managing the Public Sector*, 7th Ed.
(Belmont, CA: Thomson Wadsworth, 2005)

Department of Homeland Security Organization Chart

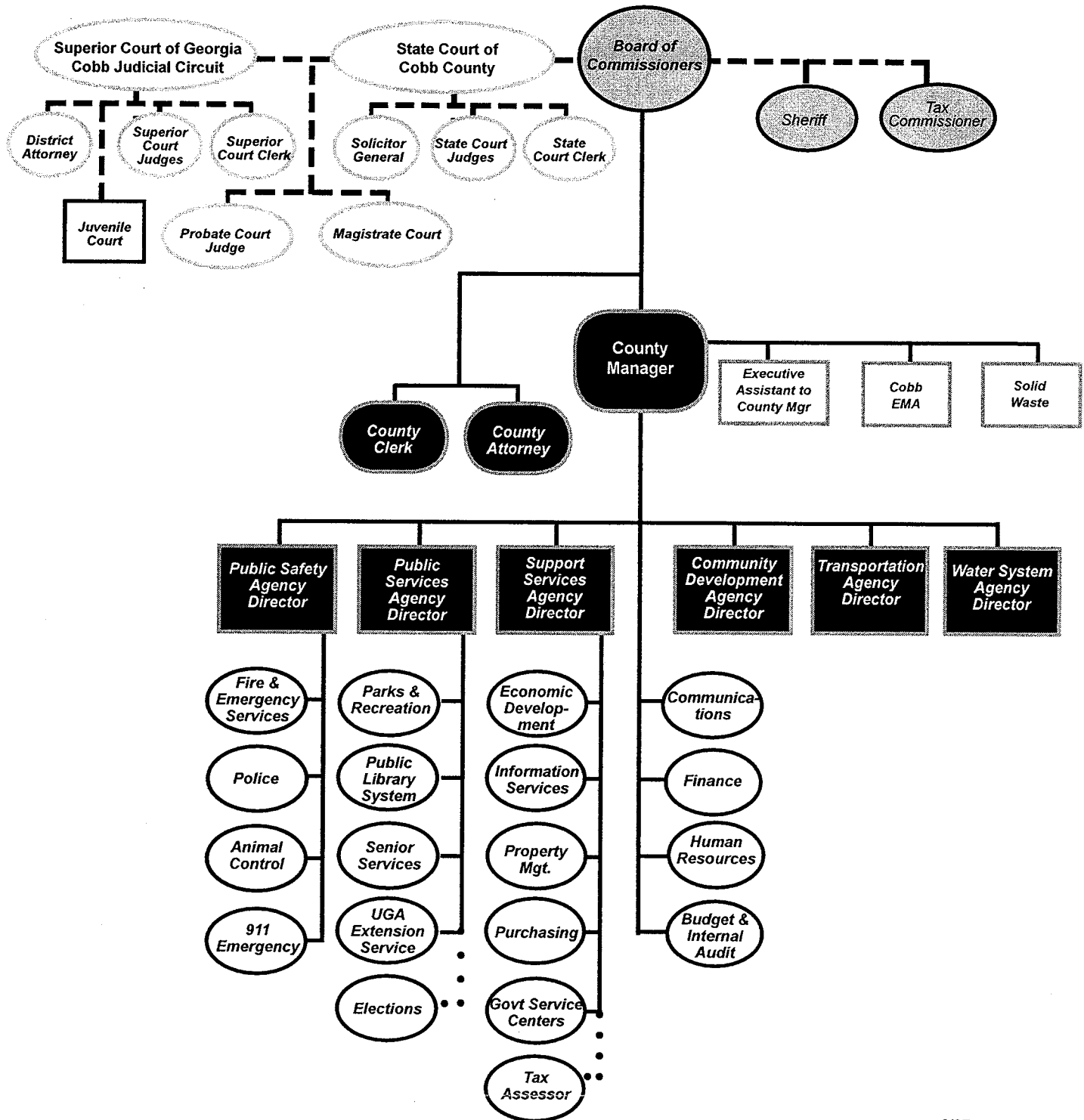


Homeland
Security



Cobb County...Expect the Best!

Cobb County Government Organizational Chart



rev 6/07

KEY



Elected Office



Elected Court Office



Appointed Court Office



Appointed by the Board of Commissioners



Agency Director



Department Director



County Manager's Staff

--- For budget purposes

..... Liaison responsibilities only.