



# Understanding the Interface between Political & Career Executives in the United States Government

*Mr. Michael J. O'Bannon, Joseph S. Hezir*

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Senior Federal career executives believe that many Administration political executives assume their positions with a bias against the career civil service. Further, career executives believe that Administration officials often fail to listen to or seriously consider the issue analysis and programmatic recommendations articulated by the career civil service. This perception is reinforced when political appointees address campaign commitments or make political judgments related to the most effective approach to implementation without seeking the advice of the career service. The President and his appointees are perceived to have little respect for the career service when they either publicly announce or signal to Congress and stakeholders the Administration's intent to implement its political agenda without permitting the career service to prepare, assist with and follow up on the initiatives. On the other hand, the President's political managers often believe that the career civil service will not effectively advocate the Administration's agenda. Their belief is based on the premise that the career bureaucracy is vested in conducting their responsibilities as they always have. Their sensitivity to an appointee's sense of timing is not recognized due to their long-term perspective. Thus, they are convinced that the career service is resistant to change. Further, there is a perception that unless career executives make it clear that their partisan political leanings are the same as Administration appointees, their willingness to demonstrate allegiance to and support for the Administration's political agenda is unlikely. The purpose of this publication is to further the singular and mutual goal of both career and political executives-effective governance.

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