

# SERVANTS *of the* STATE

UNION-OWNED ENTERPRISES AND DEMOCRACY  
IN THE FEDERAL GOVERNMENT, 1933-1980



*Margaret C. Runy*

# Servants Of The State Managing Diversity And Democracy In The Federal

**Frederick W. Gooding Jr., Eric S. Yellin**



## **Servants Of The State Managing Diversity And Democracy In The Federal:**

**Servants of the State** Margaret C. Rung, 2002 For two decades during which the US government led the way in providing new employment opportunities for women and African Americans the author examines national labor relations policies practices and ideology from the perspective of managers She demonstrates how growing unionization and attention to administrative management make the period critical in the history of US government labor relations **American**

**Dream Deferred** Frederick W. Gooding Jr., 2019-11-27 As the largest employer of one of the world's leading economic and geopolitical superpowers the history of the federal government's workforce is a rich and essential tool for understanding how the Great Experiment truly works The literal face of federal policy federal employees enjoy a history as rich as the country itself while reflecting the country's evolution towards true democracy within a public space Nowhere is this progression towards democracy more apparent than with its internal race relations While World War II was a boon to black workers little is known about the nuanced ongoing struggles for dignity and respect that black workers endured while working these good government jobs **American Dream Deferred** challenges postwar narratives of government largess for African Americans by illuminating the neglected stories of these unknown black workers **Public Workers in Service of**

**America** Frederick W. Gooding Jr., Eric S. Yellin, 2023-08-15 From white collar executives to mail carriers public workers meet the needs of the entire nation Frederick W Gooding Jr and Eric S Yellin edit a collection of new research on this understudied workforce Part One begins in the late nineteenth and early twentieth century to explore how questions of race class and gender shaped public workers their workplaces and their place in American democracy In Part Two essayists examine race and gender discrimination while revealing the subtle contemporary forms of marginalization that keep Black men and Black and white women underpaid and overlooked for promotion The historic labor actions detailed in Part Three illuminate how city employees organized not only for better pay and working conditions but to seek recognition from city officials the public and the national labor movement Part Four focuses on nurses and teachers to address the thorny question of whether certain groups deserve premium pay for their irreplaceable work and sacrifices or if serving the greater good is a reward unto itself Contributors Eileen Boris Cathleen D Cahill Frederick W Gooding Jr William P Jones Francis Ryan Jon Shelton Joseph E Slater Katherine Turk Eric S Yellin and Amy Zaroni **Foundations of Public Service** Douglas F.

Morgan, Richard T. Green, Craig W. Shinn, Kent S. Robinson, Margaret E. Banyan, 2021-09-30 Designed to serve as a basic text for introductory courses in public administration this pioneering work provides students with a clear eyed understanding of the vital management functions covered in most standard textbooks with two important differences First it is written to address the needs of both the experienced practitioner and the entry level public servant Case examples bridge the content rich environment of practitioners with the principles of public administration sought by pre service students Second the discussion of management practices is grounded in the political and ethical tensions inherent in the American constitutional

form of governance This innovative approach reflects the authors belief that public administration operates as an integral part of the country s political traditions and thereby helps define the political culture Key themes in this third edition include an emphasis on the ways in which public administration and their agents play a critical role in ensuring legal and political accountability of the political system an exploration of local public administration as the backstop of American democracy requiring a close working partnership between part time elected officials and career administrators careful examination of the ways in which the American political economy requires administrators who are skilled at co producing the common good with voluntary associations businesses nonprofit organizations and other governmental entities an understanding that public administration plays a critical role with its prudential judgments in balancing the competing values necessary to secure a regime of ordered liberty Every chapter has been thoroughly updated with particular attention paid to chapters on budgeting and revenue e government and the digital divide shared power and the rise of wicked problems and the future of public administration in the United States amidst deep polarization Foundations of Public Service 3rd Edition provides a framework for understanding American political traditions and how they inform public administration as a political practice It is required reading for all introductory Public Administration courses with an emphasis on practice and real world applications

**Foundations of Public Service** Morgan, Designed to serve as a basic text for an introductory course in public administration this innovative work provides students with an understanding of the basic management functions that are covered in all standard textbooks Beyond the New Deal Order Gary Gerstle,Nelson Lichtenstein,Alice O'Connor,2019-11-29 Ever since introducing the concept in the late 1980s historians have been debating the origins nature scope and limitations of the New Deal order the combination of ideas electoral and governing strategies redistributive social policies and full employment economics that became the standard bearer for political liberalism in the wake of the Great Depression and commanded Democratic majorities for decades In the decline and break up of the New Deal coalition historians found keys to understanding the transformations that by the late twentieth century were shifting American politics to the right In Beyond the New Deal Order contributors bring fresh perspective to the historic meaning and significance of New Deal liberalism while identifying the elements of a distinctively neoliberal politics that emerged in its wake Part I offers contemporary interpretations of the New Deal with essays that focus on its approach to economic security and inequality its view of participatory governance and its impact on the Republican party as well as Congressional politics Part II features essays that examine how intersectional inequities of class race and gender were embedded in New Deal labor law labor standards and economic policy and brought demands for employment economic justice and collective bargaining protections to the forefront of civil rights and social movement agendas throughout the postwar decades Part III considers the precepts and defining narratives of a post New Deal political structure while the closing essay contemplates the extent to which we may now be witnessing the end of a neoliberal system anchored in free market ideology neo Victorian moral aspirations and

post Communist global politics Contributors Eileen Boris Angus Burgin Gary Gerstle Romain Huret Meg Jacobs Michael Kazin Sophia Lee Nelson Lichtenstein Joe McCartin Alice O'Connor Paul Sabin Reuel Schiller Kit Smemo David Stein Jean Christian Vinel Julian Zelizer     *The Unwieldy American State* Joanna Grisinger, 2012-07-30 The Unwieldy American State examines controversies over federal administrative law in the 1940s and 1950s The seemingly arcane procedures used by federal administrative agencies to make rules draft policies and issue orders were a major political issue in the years following World War II as politicians and lawyers tried to shape rules according to their own political preferences Reforms changed both administrative operations and the public discussion surrounding them and made the administrative state more difficult to attack     **Institutionalizing Congress and the Presidency** Mordecai Lee, 2006-09-19 With its creation of the U S Bureau of Efficiency in 1916 Congress sought to bring the principles of scientific management to the federal government Although this first staff agency in the executive branch lasted only a relatively short time it was the first central agency in the federal government dedicated to improving the management of the executive branch Mordecai Lee offers both a chronological history of the agency and a thematic treatment of the structure staffing and work processes of the bureau its substantive activities and its effects on the development of both the executive and the legislative branches Charged with conducting management and policy analyses at the direction of the president this bureau presaged the emergence of the activist and modern executive branch The Bureau of Efficiency was also the first legislative branch agency ushering in the large administrative infrastructure that now supports the policy making and program oversight roles of Congress The Bureau of Efficiency's assistance to presidents foreshadowed the eventual change in the role of the president vis a vis Congress it helped upend the separation of powers doctrine by giving the modern executive the management tools for preeminence over the legislative branch     *When Movements Anchor Parties* Daniel Schlozman, 2015-09-01 Throughout American history some social movements such as organized labor and the Christian Right have forged influential alliances with political parties while others such as the antiwar movement have not When Movements Anchor Parties provides a bold new interpretation of American electoral history by examining five prominent movements and their relationships with political parties Taking readers from the Civil War to today Daniel Schlozman shows how two powerful alliances those of organized labor and Democrats in the New Deal and the Christian Right and Republicans since the 1970s have defined the basic priorities of parties and shaped the available alternatives in national politics He traces how they diverged sharply from three other major social movements that failed to establish a place inside political parties the abolitionists following the Civil War the Populists in the 1890s and the antiwar movement in the 1960s and 1970s Moving beyond a view of political parties simply as collections of groups vying for preeminence Schlozman explores how would be influencers gain influence or do not He reveals how movements join with parties only when the alliance is beneficial to parties and how alliance exacts a high price from movements Their sweeping visions give way to compromise and partial victories Yet as Schlozman demonstrates it is

well worth paying the price as movements reorient parties priorities Timely and compelling When Movements Anchor Parties demonstrates how alliances have transformed American political parties

**Foundations of Public Service** Douglas F. Green, 2019-07-23 Designed to serve as a basic text for an introductory course in Public Administration this innovative work provides students with an understanding of the basic management functions that are covered in all standard textbooks with two important differences First it is written to address the needs of both the experienced practitioner and the entry level public servant Case examples bridge the content rich environment of practitioners with the basic principles of public administration sought by pre service students Second the discussion of basic management practices is grounded in the political and ethical tensions inherent in the American constitutional form of governance This reflects the author's belief that public administration operates as an integral part of the country's political traditions and thereby helps define the political culture The book provides a framework for understanding American political traditions and how they inform public administration as a political practice The book includes tables and charts to summarize and distill the main features of each chapter Each section includes a master case that is integrated into the discussion of topics and principles covered in subsequent chapters The book provides students with a chronological development of four governing legacies that have remained at the center of public administration since the nation's founding Each chapter includes practical study questions and the book includes a comprehensive bibliography

The World of Jim Crow America Steven A. Reich, 2019-06-24 This two volume set is a thematically arranged encyclopedia covering the social political and material culture of America during the Jim Crow Era What was daily life really like for ordinary African American people in Jim Crow America the hundred year period of enforced legal segregation that began immediately after the Civil War and continued until the passage of the Civil Rights Act of 1964 and Voting Rights Act of 1965 What did they eat wear believe and think How did they raise their children How did they interact with government What did they value What did they do for fun This Daily Life encyclopedia explores the lives of average people through the examination of social cultural and material history Supported by the most current research the multivolume set examines social history topics including family political religious and economic life as it illuminates elements of a society's emotional life interactions opinions views beliefs intimate relationships and connections between individuals and the greater world It is broken up into topical sections each dealing with a different aspect of cultural life Each section opens with an introductory essay followed by A Z entries on various aspects of that topic

**The Unsustainable American State** Lawrence Jacobs, Desmond S. King, 2009-10-02 The complexity of the American economy and polity has grown at an explosive rate in our era of globalization Yet as the 2008 financial crisis revealed the evolution of the American state has not proceeded apace The crisis exposed the system's manifold political and economic dysfunctions Featuring a cast of leading scholars working at the intersection of political science and American history The Unsustainable American State is a historically informed account of the American state's development from the

nineteenth century to the present It focuses in particular on the state produced inequalities and administrative incoherence that became so apparent in the post 1970s era Collectively the book offers an unsettling account of the growth of racial and economic inequality the ossification of the state the gradual erosion of democracy and the problems deriving from imperial overreach Utilizing the framework of sustainability a concept that is currently informing some of the best work on governance and development the contributors show how the USA s current trajectory does not imply an impending collapse but rather a gradual erosion of capacity and legitimacy That is a more appropriate theoretical framework they contend because for all of its manifest flaws the American state is durable That durability however does not preclude a long relative decline

The Oxford Handbook of U.S. Women's Social Movement Activism Holly J. McCammon, Verta A. Taylor, Jo Reger, Rachel L. Einwohner, 2017 The Oxford Handbook of U S Women s Social Movement Activism provides a comprehensive examination of scholarly research and knowledge on a variety of aspects of women s collective activism in the United States tracing both continuities and critical changes over time

**Capitalist Family Values** Polly Reed Myers, 2015-09 Though best known for aircraft and aerospace technology Boeing has invested significant time and money in the construction and promotion of its corporate culture Boeing s leaders in keeping with the standard of traditional American social norms began to promote a workplace culture of a white heterosexual family model in the 1930s in an attempt to provide a sense of stability for their labor force during a series of enormous political social and economic disruptions For both managers and workers the construction of a masculine culture solved problems that technological innovation and profit could not For managers it offered a way to govern employees and check the power of unions For male employees it offered a sense of stability that higher wages and the uncertainties of the airline market could not For scholar Polly Reed Myers Boeing s corporate culture offers a case study for understanding how labor and the workplace have evolved over the course of the twentieth century and into the present day amid the rise of neoliberal capitalism globalization and women s rights Capitalist Family Values places the stories of Boeing s women at the center of the company s history illuminating the policy shifts and economic changes global events and modern controversies that have defined policy and workplace culture at Boeing Using archival documents that include company newspapers interviews and historic court cases Capitalist Family Values illustrates the changing concepts of corporate culture and the rhetoric of a workplace family in connection with economic political and social changes providing insight into the operations of one of America s most powerful and influential firms

*A Companion to American Legal History* Sally E. Hadden, Alfred L. Brophy, 2013-02-22 A Companion to American Legal History presents a compilation of the most recent writings from leading scholars on American legal history from the colonial era through the late twentieth century Presents up to date research describing the key debates in American legal history Reflects the current state of American legal history research and points readers in the direction of future research Represents an ideal companion for graduate and law students seeking an introduction to the field the key questions and future research ideas

**Encyclopedia**

**of U.S. Labor and Working-class History** Eric Arnesen, 2007 Publisher Description      **Uncivil Rights** Jonna

Perrillo, 2024-05-31 Almost fifty years after Brown v Board of Education a wealth of research shows that minority students continue to receive an unequal education At the heart of this inequality is a complex and often conflicted relationship between teachers and civil rights activists examined fully for the first time in Jonna Perrillo's *Uncivil Rights* which traces the tensions between the two groups in New York City from the Great Depression to the present While movements for teachers rights and civil rights were not always in conflict Perrillo uncovers the ways they have become so brought about both by teachers who have come to see civil rights efforts as detracting from or competing with their own goals and by civil rights activists whose aims have deprofessionalized the role of the educator Focusing in particular on unionized teachers Perrillo finds a new vantage point from which to examine the relationship between school and community showing how in this struggle educators activists and especially our students have lost out

**The Oxford Handbook of American Political Development** Richard M. Valelly, Suzanne Mettler, Robert C. Lieberman, 2016 Scholars working in or sympathetic to American political development APD share a commitment to accurately understanding the history of American politics and thus they question stylized facts about America's political evolution Like other approaches to American politics APD prizes analytical rigor data collection the development and testing of theory and the generation of provocative hypotheses Much APD scholarship indeed overlaps with the American politics subfield and its many well developed literatures on specific institutions or processes for example Congress judicial politics or party competition specific policy domains welfare policy immigration the foundations of inequality in American politics the distribution of wealth and income race ethnicity gender class and sexual and gender orientation public law and governance and representation What distinguishes APD is careful systematic thought about the ways that political processes civic ideals the political construction of social divisions patterns of identity formation the making and implementation of public policies contestation over and via the Constitution and other formal and informal institutions and processes evolve over time and whether and how they alter compromise or sustain the American liberal democratic regime APD scholars identify in short the histories that constitute American politics They ask what familiar or unfamiliar elements of the American past illuminate the present Are contemporary phenomena that appear new or surprising prefigured in ways that an APD approach can bring to the fore If a contemporary phenomenon is unprecedented then how might an accurate understanding of the evolution of American politics unlock its significance Featuring contributions from leading academics in the field *The Oxford Handbook of American Political Development* provides an authoritative and accessible analysis of the study of American political development

[The Second Red Scare and the Unmaking of the New Deal](#) Left Landon R. Y. Storrs, 2012-10-28 How Red Scare politics undermined the reform potential of the New Deal In the name of protecting Americans from Soviet espionage the post 1945 Red Scare curtailed the reform agenda of the New Deal The crisis of the Great Depression had brought into government a group of policy experts



who argued that saving democracy required attacking economic and social inequalities. The influence of these men and women within the Franklin D. Roosevelt administration and their alliances with progressive social movements elicited a powerful reaction from conservatives who accused them of being subversives. Landon Storrs draws on newly declassified records of the federal employee loyalty program created in response to claims that Communists were infiltrating the U.S. government to reveal how disloyalty charges were used to silence these New Dealers and discredit their policies. Because loyalty investigators rarely distinguished between Communists and other leftists, many noncommunist leftists were forced to leave government or deny their political views. Storrs finds that loyalty defendants were more numerous at higher ranks of the civil service than previously thought and that many were women or men with accomplished leftist wives. Uncovering a forceful left feminist presence in the New Deal, she also shows how opponents on the Right exploited popular hostility to powerful women and their supposedly effeminate spouses. The loyalty program not only destroyed many promising careers, it prohibited discussion of social democratic policy ideas in government circles, narrowing the scope of political discourse to this day. Through a gripping narrative based on remarkable new sources, Storrs demonstrates how the Second Red Scare repressed political debate and constrained U.S. policymaking in fields such as public assistance, national health insurance, labor and consumer protection, civil rights, and international aid.

**Represented** Brenna Wynn Greer, 2019-07-12. In 1948, Moss Kendrix, a former New Deal public relations officer, founded a highly successful Washington, D.C.-based public relations firm, the flagship client of which was the Coca-Cola Company. As the first black pitchman for Coca-Cola, Kendrix found his way into the rarefied world of white corporate America. His personal phone book also included the names of countless black celebrities such as bandleader Duke Ellington, singer actress Pearl Bailey, and boxer Joe Louis, with whom he had built relationships in the course of developing marketing campaigns for his numerous federal and corporate clients. Kendrix, along with Ebony publisher John H. Johnson and Life photographer Gordon Parks, recognized that in the image-saturated world of postwar America, media in all its forms held greater significance for defining American citizenship than ever before. For these imagemakers, the visual representation of African Americans as good citizens was good business. In *Represented*, Brenna Wynn Greer explores how black entrepreneurs produced magazines, photographs, and advertising that forged a close association between blackness and Americanness. In particular, they popularized conceptions of African Americans as enthusiastic consumers, a status essential to postwar citizenship claims. But their media creations were complicated, subject to marketplace dictates; they often relied on gender, class, and family stereotypes. Demand for such representations came not only from corporate and government clients to fuel mass consumerism and attract support for national efforts such as the fight against fascism, but also from African Americans who sought depictions of blackness to counter racist ideas that undermined their rights and their national belonging as citizens. The story of how black capitalists made the market work for racial progress on their way to making money reminds us that the path to civil rights involved commercial endeavors as well.

as social and political activism

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