

# **UNITED STATES OF AMERICA**

## **Public Administration Country Profile**

Division for Public Administration and Development Management (DPADM)

Department of Economic and Social Affairs (DESA)

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# United States

[Click here](#) for detailed map



Source: [The World Factbook](#) – United States

## Government type

Constitution-based federal republic;  
strong democratic tradition

## Independence

4 July 1776 (from Great Britain)

## Constitution

17 September 1787, effective 4 March 1789

## Legal system

federal court system based on English common law; each state has its own unique legal system, of which all but one (Louisiana's) is based on English common law; judicial review of legislative acts; accepts compulsory ICJ jurisdiction with reservations

## Administrative divisions

50 states and 1 district

Britain's American colonies broke with the Britain in 1776 and were recognized as the new nation of the United States of America following the Treaty of Paris in 1783. During the 19th and 20th centuries, 37 new states were added to the original 13 as the nation expanded across the North American continent and acquired a number of overseas possessions. The two most traumatic experiences in the nation's history were the Civil War (1861-65) and the Great Depression of the 1930s. Buoyed by victories in World Wars I and II and the end of the Cold War in 1991, the US remains the world's most powerful nation state. Overtime, the economy is marked by steady growth, low unemployment and inflation, and rapid advances in technology.

Source: [The World Factbook](#) – United States (edited)

# 1. General Information

1.1 People	United States	Germany	Japan	1
<b>Population</b>				a
Total estimated population (,000), 2003	294,043	82,476	127,654	
Female estimated population (,000), 2003	149,595	42,177	62,400	
Male estimated population (,000), 2003	144,448	40,299	65,254	
Sex ratio (males per 100 females), 2003	97	96	96	
Average annual rate of change of pop. (%), 2000-2005	1.03	0.07	0.14	
<b>Youth and Elderly Population</b>				b
Total population under age 15 (%), 2003	21	15	14	
Female population aged 60+ (%), 2003	18	27	22	
Male population aged 60+ (%), 2003	15	21	28	
<b>Human Settlements</b>				c
Urban population (%), 2001	77	88	79	
Rural population (%), 2001	23	12	21	
Urban average annual rate of change in pop. (%), '00-'05	1.19	0.17	0.35	
Rural average annual rate of change in pop/ (%), '00-'05	-0.18	-1.55	-0.64	
<b>Education</b>				d
Total school life expectancy, 2000-2001	15.3	15.3 <sup>i</sup>	14.3	1
Female school life expectancy, 2000-2001	15.8	15.1 <sup>i</sup>	..	1
Male school life expectancy, 2000-2001	14.8	15.4 <sup>i</sup>	..	1
Female estimated adult (15+) illiteracy rate (%), 2000	..	..	..	2
Male estimated adult (15+) illiteracy rate (%), 2000	..	..	..	2
<b>Employment</b>				e
Unemployment rate (15+) (%), 2001	4.8	7.9 <sup>ii</sup>	5 <sup>iii</sup>	1
Female adult (+15) economic activity rate (%), 2001	4.7	7.9 <sup>ii</sup>	4.7 <sup>iii</sup>	2
Male adult (+15) economic activity rate (%), 2001	4.8	7.8 <sup>ii</sup>	5.2 <sup>iii</sup>	2

Notes: <sup>i</sup> 1998/1999, <sup>ii</sup> month of April, <sup>iii</sup> 2001.

1.2 Economy	United States	Germany	Japan	2
<b>GDP</b>				a
GDP total (millions US\$), 2002	10,416,818	1,976,240	3,978,782	
GDP per capita (US\$), 2002	36,123	23,956	31,294	
PPP GDP total (millions int. US\$), 2002	10,138,409	2,171,624	3,261,194	
PPP GDP per capita(int. US\$), 2002	35,158	26,324	25,650	
<b>Sectors</b>				b
Value added in agriculture (% of GDP), 1994	1.8	1.1 <sup>i</sup>	2.1 <sup>i</sup>	
Value added in industry (% of GDP), 1994	26.1	29.4 <sup>i</sup>	34.9	
Value added in services (% of GDP), 1994	72.1	69.4 <sup>i</sup>	63.0	
<b>Miscellaneous</b>				c
GDP implicit price deflator (annual % growth), 2004	2.1	19.3	-2.3	
Private consumption (% of GDP), 1994	67.6	49 <sup>ii</sup>	56.9	
Government consumption (% of GDP), 1994	15.6	66 <sup>ii</sup>	17.5	

Notes: <sup>i</sup> 2003, <sup>ii</sup> 2001

<sup>1</sup> [United Nations Statistics Division](#):

<sup>a</sup> [Statistics Division and Population Division of the UN Secretariat](#); <sup>b</sup> [Statistics Division and Population Division of the UN Secretariat](#); <sup>c</sup> [Population Division of the UN Secretariat](#); <sup>d1</sup> [UNESCO](#); <sup>d2</sup> [UNESCO](#); <sup>e1</sup> [ILO](#); <sup>e2</sup> [ILO/OECD](#)

<sup>2</sup> [World Bank - Data and Statistics](#):

<sup>a</sup> [Quick Reference Tables](#); <sup>b</sup> [Data Profile Tables](#); <sup>c</sup> [Country at a Glance](#)

1.3 Public Spending	United States	Germany	Japan	
<b>Public expenditures</b>				3
Education (% of GNP), 1985-1987	5 <sup>i, ii</sup>	..	..	a
Education (% of GNP), 1995-1997	5.4 <sup>i, ii</sup>	4.8 <sup>i</sup>	3.6 <sup>iii</sup>	a
Health (% of GDP), 1990	4.7 <sup>iv</sup>	5.9 <sup>iv</sup>	4.6	
Health (% of GDP), 1998	5.7 <sup>iv</sup>	7.9 <sup>iv</sup>	5.7	
Military (% of GDP), 1990	5.3	2.8 <sup>v</sup>	0.9	b
Military (% of GDP), 2000	3.1	1.5	1	b
Total debt service (% of GDP), 1990	..	..	..	
Total debt service (% of GDP), 2000	..	..	..	

Notes: <sup>i</sup> Data may not be strictly comparable with those for earlier years as a result of methodological changes, <sup>iii</sup> Data refer to a year or period other than that specified, <sup>iv</sup> Data refer to 1999, <sup>v</sup> Data refer to the Federal Republic of Germany before reunification.

1.4 Public Sector Employment and Wages						
<i>Data from the latest year available</i>		USA 1991-1995	USA 1996-2000	Non European Union Average <sup>4</sup> 1996-2000	High income OECD average <sup>4</sup> 1996-2000	High income group average <sup>4</sup> 1996-2000
<b>Employment</b>						
Civilian Central Government <sup>5</sup>	(,000)	..	2,634			
	(% pop.)	..	1.0	1.6	..	2.8
Sub-national Government <sup>5</sup>	(,000)	..	15,812			
	(% pop.)	..	5.9	1.6	..	2.8
Education employees	(,000)	..	9,011			
	(% pop.)	..	3.3	..	..	1.3
Health employees	(,000)	..	1,256			
	(% pop.)	..	0.5	..	..	1.1
Police	(,000)	..	..			
	(% pop.)	..	..	..	..	
Armed forces	(,000)	237	..			
	(% pop.)	0.1	..	0.1	..	0.5
SOE Employees	(,000)	..	..			
	(% pop.)	..	..	..	..	..
Total Public Employment	(,000)	18,607	..			
	(% pop.)	7.5	..	..	..	..
<b>Wages</b>						
Total Central gov't wage bill	(% of GDP)	1.5	1.4	1.5	..	4.2
Total Central gov't wage bill	(% of exp)	8.7	8.4	12.7	..	16.4
Average gov't wage	(,000 LCU)	30	40			
Real ave. gov't wage ('97 price)	(,000 LCU)	..	41			
Average gov't wage to per capita GDP ratio		1.3	1.4	1.4	..	..

Source: [World Bank - Public Sector Employment and Wages](#)

<sup>3</sup> UNDP - [Human Development Report 2002](#)

<sup>a</sup> Data refer to total public expenditure on education, including current and capital expenditures.

<sup>b</sup> As a result of a number of limitations in the data, comparisons of military expenditure data over time and across countries should be made with caution. For detailed notes on the data see SIPRI (2001).

<sup>4</sup> Averages for regions and sub regions are only generated if data is available for at least 35% of the countries in that region or sub region.

<sup>5</sup> Excluding education, health and police – if available (view [Country Sources](#) for further explanations).

## 2. Legal Structure

The Constitution of the United States is the central instrument of American government and the supreme law of the land. For 200 years it has guided the evolution of governmental institutions. Although the Constitution has changed in many aspects since it was first adopted, its basic principles remain the same now as in 1789: (i) the three main branches of government — executive, legislative, judicial — are separate and distinct from one another; (ii) the Constitution, together with laws passed according to its provisions and treaties entered into by the president and approved by the Senate, stands above all other laws, executive acts, and regulations; (iii) all persons are equal before the law and are equally entitled to its protection. All states are equal, and none can receive special treatment from the federal government; and (iv) the people have the right to change their form of national government by legal means defined in the Constitution itself.

Source: Outline of the US Government – the executive branch - InfoUSA – 2000

### 2.1 Legislative Branch

bicameral Congress consists of the Senate (100 seats, one-third are renewed every two years; two members are elected from each state by popular vote to serve six-year terms) and the House of Representatives (435 seats; members are directly elected by popular vote to serve two-year terms).<sup>6</sup> *women in parliament*: 14 out of 100 seats in the senate (14.0%) and 66 out of 435 seats (15.2%) in the house of representatives.<sup>7</sup>

The legislative branch consists of the Senate and House of Representatives. The Senate is composed of 100 Members, 2 from each State, who are elected to serve for a term of 6 years. Senators were originally chosen by the State legislatures. This procedure was changed by the 17th amendment to the Constitution, adopted in 1913, which made the election of Senators a function of the people. There are three classes of Senators, and a new class is elected every 2 years.

The House of Representatives comprises 435 Representatives. The number representing each State is determined by population, but every State is entitled to at least one Representative. Members are elected by the people for 2-year terms, all terms running for the same period. Both the Senators and the Representatives must be residents of the State from which they are chosen. In addition, a Senator must be at least 30 years of age and must have been a citizen of the United States for at least 9 years; a Representative must be at least 25 years of age and must have been a citizen for at least 7 years.

#### Fact box:

*elections*: Senate - last held 2 November 2004  
House of Representatives - last held 2 November 2004  
*election results*: Senate - percent of vote by party - NA%; seats by party - Republican Party 55, Democratic Party 44, independent 1;  
House of Representatives - percent of vote by party - NA%; seats by party - Republican Party 231, Democratic Party 200, undecided 4

<sup>6</sup> Source of fact boxes if nothing else stated: [The World Factbook](#) - USA

<sup>7</sup> [Inter-Parliamentary Union](#) - [Women in National Parliaments](#)

A Resident Commissioner from Puerto Rico (elected for a 4-year term) and Delegates from American Samoa, the District of Columbia, Guam, and the Virgin Islands complete the composition of the Congress of the United States. Delegates are elected for a term of 2 years. The Resident Commissioner and Delegates may take part in the floor discussions but have no vote in the full House or in the Committee of the Whole House on the State of the Union. However, they vote in the committees to which they are assigned.

Source: Legislative Branch – Government and Politics: InfoUSA – 1997 (edited)

## 2.2 Executive Branch

*cabinet:* Cabinet appointed by the president with Senate approval

*elections:* president and vice president elected on the same ticket by a college of representatives who are elected directly from each state; president and vice president serve four-year terms; election last held 2 November 2004 (next to be held November 2008)

*election results:* George W. BUSH reelected president; percent of popular vote - George W. BUSH (Republican Party) 50.9%, John KERRY (Democratic Party) 48.1%, other 1.0%

The Constitution requires the president to be a native-born American citizen at least 35 years of age. The Twenty-second Amendment, ratified in 1951, limits the president to two terms of office. The vice president serves concurrently with the president. In addition to holding the right of succession, the vice president is the presiding officer of the Senate. The Twenty-fifth Amendment, adopted in 1967, amplifies the process of presidential succession. The presidential term of four years begins on January 20 (it was changed from March by the Twentieth Amendment, ratified in 1933) following a November election.

Within the executive branch itself, the president has broad powers to manage national affairs and the workings of the federal government. The president can issue rules, regulations, and instructions called executive orders, which have the binding force of law upon federal agencies but do not require congressional approval. He is also the commander-in-chief of the armed forces of the United States. The president nominates — and the Senate confirms — the heads of all executive departments and agencies, together with hundreds of other high-ranking federal officials. In addition, the president has legislative Power (by vetoing any bill passed by congress<sup>8</sup>), judicial powers (by nominating federal judges and granting pardon), foreign affairs and (by appointing ambassadors, ministers and consuls)

### Fact box:

*chief of state:* President George W. BUSH (since 20 January 2001); note

- the president is both the chief of state and head of government

*head of government:* President George W. BUSH (since 20 January 2001); note - the president is both the chief of state and head of government

Source: Outline of the US Government – the executive branch - InfoUSA – 2000 (edited)

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<sup>8</sup> Unless two-thirds of the members of each house vote to override the veto.

## 2.3 Judiciary Branch

Supreme Court (its nine justices are appointed for life on condition of good behavior by the president with confirmation by the Senate); United States Courts of Appeal; United States District Courts; State and County Courts

Article III of the Constitution states the basis for the federal court system: "The judicial power of the United States shall be vested in one Supreme Court, and such inferior courts as the Congress may from time to time ordain and establish." The present structure is: the Supreme Court, 13 courts of appeals, 94 district courts, and two courts of special jurisdiction. Congress today retains the power to create and abolish federal courts, as well as to determine the number of judges in the federal judiciary system. It cannot, however, abolish the Supreme Court. The judicial power extends to cases arising under the Constitution, an act of Congress, or a treaty of the United States. The power of the federal courts extends both to civil actions for damages and other redress, and to criminal cases arising under federal law.

The Supreme Court is the highest court of the United States, and the only one specifically created by the Constitution. A decision of the Supreme Court cannot be appealed to any other court. Congress has the power to fix the number of judges sitting on the Court. The Constitution does not mention the qualifications of judges. There is no requirement that judges be lawyers, although, in fact, all federal judges and Supreme Court justices have been members of the bar. The Supreme Court has original jurisdiction in only two kinds of cases: those involving foreign dignitaries and those in which a state is a party. All other cases reach the Court on appeal from lower courts.

The second highest level of the federal judiciary is made up of the courts of appeals. Congress has established 12 regional circuit courts of appeal and the U.S. Court of Appeals for the Federal Circuit. The number of judges sitting on each of these courts varies considerably (from 6 to 28), but most circuits have between 10 and 15 judges. The courts of appeals review decisions of the district courts (trial courts with federal jurisdiction) within their areas.

Below the courts of appeals are the district courts. The 50 states and U.S. territories are divided into 94 districts so that litigants may have a trial within proximity. Each district court has at least two judges, many have several judges, and the most populous districts have more than two dozen. Congress fixes the boundaries of the districts according to population, size, and volume of work. In addition there are two special trial courts which are "Court of International Trade", (addresses cases involving international trade and customs issues) and "Court of Federal Claims" (jurisdiction over most claims for money damages against the United States, disputes over federal contracts).

Source: Judicial Branch – Government and Politics: InfoUSA – 2006 (edited)

## 2.4 Local Government

There are 50 state governments plus the government of the District of Columbia, and further down the ladder are still smaller units that govern counties, cities, towns, and villages.

State governments have three branches: executive, legislative, and judicial; these are roughly equivalent in function and scope to their national counterparts. The chief

executive of a state is the governor, elected by popular vote, typically for a four-year term (although in a few states the term is two years). Except for Nebraska, which has a single legislative body, all states have a bicameral legislature, with the upper house usually called the Senate and the lower house called the House of Representatives, the House of Delegates, or the General Assembly. In most states, senators serve four-year terms, and members of the lower house serve two-year terms. Each state constitution provides that the final authority belongs to the people, and sets certain standards and principles as the foundation of government.

City governments are chartered by states, and their charters detail the objectives and powers of the municipal government. But in many respects the cities function independently of the states. For most big cities, however, cooperation with both state and federal organizations is essential to meeting the needs of their residents. Types of city governments vary widely across the nation. However, almost all have some kind of central council, elected by the voters, and an executive officer, assisted by various department heads, to manage the city's affairs. There are three general types of city government: the mayor-council, the commission and the city manager. Many cities have developed a combination of two or three of them.

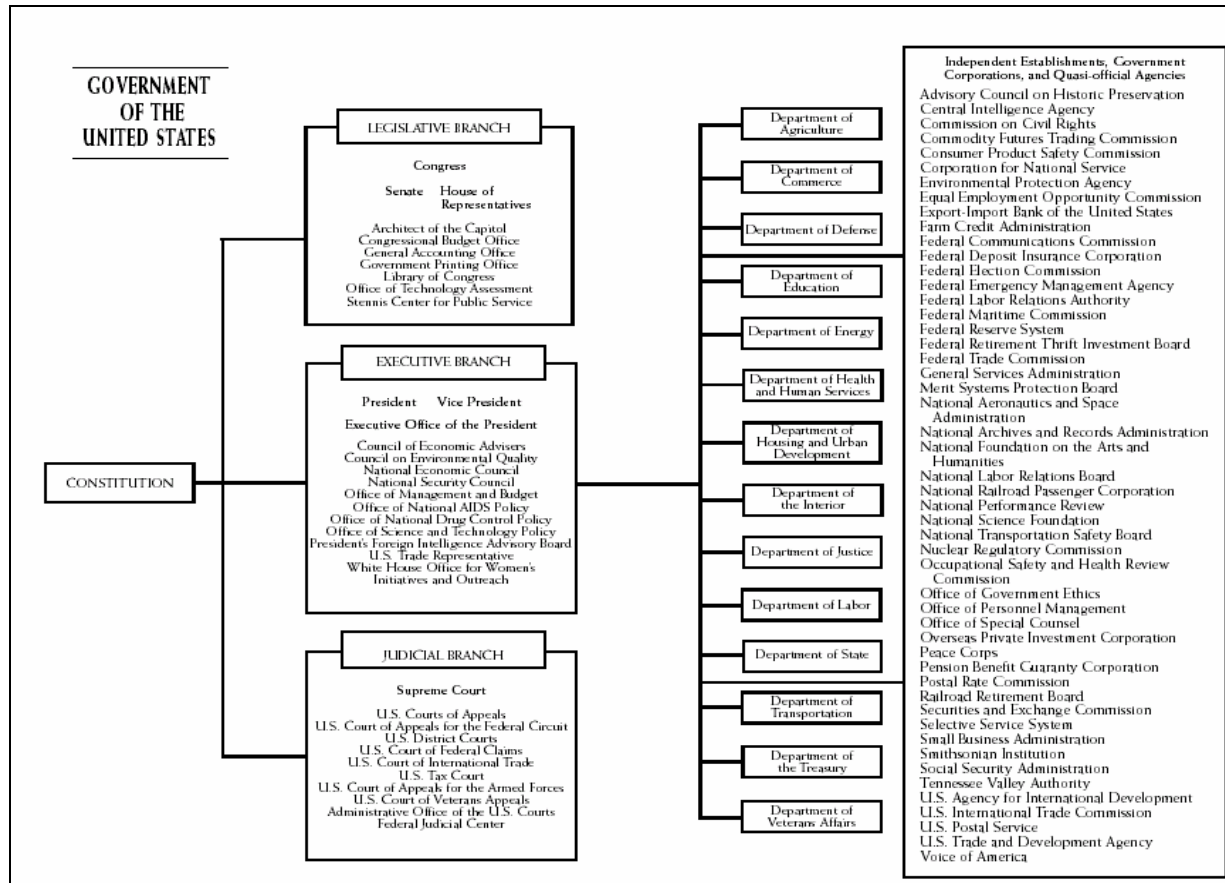
The county is a subdivision of the state, usually — but not always — containing two or more townships and several villages. In most U.S. counties, one town or city is designated as the county seat, and this is where the government offices are located and where the board of commissioners or supervisors meets. The board levies taxes; borrows and appropriates money; fixes the salaries of county employees; supervises elections; builds and maintains highways and bridges; and administers national, state, and county welfare programs.

Town and village government are municipal jurisdictions, which are too small to qualify as city governments. These are chartered as towns and villages and deal with local needs such as paving and lighting the streets; ensuring a water supply; providing police and fire protection; establishing local health regulations; arranging for garbage, sewage, and other waste disposal; collecting local taxes to support governmental operations; and, in cooperation with the state and county, directly administering the local school system.

The government is usually entrusted to an elected board or council, which may be known by a variety of names: town or village council, board of selectmen, board of supervisors, board of commissioners. The board may have a chairperson or president who functions as chief executive officer, or there may be an elected mayor. Governmental employees may include a clerk, treasurer, police and fire officers, and health and welfare officers.

Source: States and Local Government – a country of many governments - InfoUSA (2000)

## Chart of the Government of the United States



Source: States and Local Government – a country of many governments - InfoUSA – 2000

## 3. The State and Civil Society

### 3.1 Ombudsperson

While several federal agencies and state and local governments have ombudsmen, there is no national ombudsman covering the entire public sector in the U.S. However, a number of states, counties and municipalities have followed suit by establishing offices similar to ombudsmen, which have the following characteristics, an office: (i) created by constitution, charter, legislation or ordinance; (ii) with the responsibility to receive and investigate complaints against governmental agencies; (iii) with freedom to investigate on its own motion; (iv) an office which may exercise full powers of investigation, to include access to all necessary information both testimonial and documentary; (v) with the authority to criticize governmental agencies and officials within its jurisdiction and to recommend corrective action; (vi) with the power to issue public reports concerning its findings and recommendations; and (vii) directed by an official of high stature who is guaranteed independence through a defined term of office and/or through appointment by other than the executive and/or through custom, is restricted from activities constituting a personal, professional, occupational or political conflict of interest and is free to employ and remove assistants and to delegate administrative and investigative responsibility to those assistants.

Source: The Center for Public Integrity (2005) & United States Ombudsman Association (2004) - edited

### 3.2 Civil Society

Civil society in the United States includes thousands of civil society organizations engaging in public advocacy across a wide range of issues. The barriers to starting a Civil Society Organization (CSO) are quite low as licenses are fairly easy and inexpensive to obtain, and the tax code relieves them of paying taxes while it encourages tax-deductible contributions.

In addition, general, citizens have good access to public information. Government offices increasingly make information readily available on Web sites, and the Freedom of Information Act allows citizens to request other records from government. In most cases, citizens can obtain basic government records within a reasonable time period and at a reasonable cost. Furthermore, the media operate with substantial freedom and few restrictions. The First Amendment to the U.S. Constitution guarantees freedom of speech and the press, and journalists do not typically risk imprisonment, physical harm or death for corruption investigations. There are no insult laws, but 19 states permit prosecution for criminal libel.

The high cost of legal services poses a barrier to the judicial system for many citizens. On a contingency basis some law firms offer pro bono services to indigent citizens, and some nonprofit organizations offer legal services at a reduced rate or free of charge. The state also provides legal counsel for defendants in criminal cases who cannot afford it.

Source: The Center for Public Integrity (2005)

## 4. Civil Service

The Federal civil service includes all appointive positions in the executive, judicial, and legislative branches of the Federal Government, except positions in the uniformed services. The civil service consists of: (i) the Competitive Service; (ii) the Excepted Service; and (iii) the Senior Executive Service.

Source: US Department of Interior (1998)

The Office of Personal Management (OPM) is the federal government human resource agency and works with the President, Congress, departments and agencies, and other stakeholders to implement human capital policies that assist Federal agencies in meeting their strategic goals. This is accomplished by recruiting citizens to Federal service, by serving as the main portal for employment information and connecting job applicants with Federal agencies and departments. OPM connects people and their skills and talents to Federal agencies that need specific human resources and provides these agencies with policies and guidance that enable them to capitalize on these skills and talents. The goals of this organization are: (i) federal agencies adopt human resources management systems that improve their ability to build successful, high performance organizations; (ii) federal agencies use effective merit-based human capital strategies to create a rewarding work environment that accomplishes the mission; and (iii) meet the needs of Federal agencies, employees, and annuitants through the delivery of efficient and effective products and services.

Source: Office of Personal Management (2006) - edited

### 4.1 Legal basis

The Civil Service Reform Act of 1978 reformed the civil service of the United States federal government. One provision of the act was the conversion of the United States Civil Service Commission to the Office of Personnel Management.

Source: Prentice Hall Documents Library – Civil Service Reform Act (1987)

### 4.2 Recruitment

The civil service consists of: (i) the Competitive Service; (ii) the Excepted Service; and (iii) the Senior Executive Service. The primary differences between the three services are in the areas of appointment procedures and job protections. In the competitive service, appointment procedures, merit promotion requirements, and qualification requirements are prescribed by law or by the Office of Personnel Management and apply to all agencies. In the excepted service, only basic requirements are prescribed by law or regulation and each agency develops specific requirements and procedures for its own jobs.

The general merit principles of the competitive service apply to the Senior Executive Service (SES), with some adaptations during the course of its development. Appointment procedures and qualification requirements are determined by individual agencies, based on minimum requirements prescribed by law and the Office of Personnel Management. Provisions for compensation, performance evaluation, and removal from the SES are significantly different from those governing the other systems.

Appeal rights available to competitive employees are generally not available to excepted employees unless the excepted employees are veterans preference eligibles.

Source: US Department of Interior (1998)

### **4.3 Promotion**

Competitive status is an employee's basic eligibility for noncompetitive assignment (e.g., by transfer, promotion, reassignment, demotion, or reinstatement) to a position in the competitive service<sup>9</sup> without having to compete with members of the general public in an open competitive examination. Competitive status belongs to an employee, not to a position. A person on a career or career-conditional appointment acquires competitive status upon satisfactory completion of a probationary period. It may also be granted by statute, Executive Order, or the civil service rules without competitive examination, for example, former overseas employees.

Promotion of exceptional positions may also be in the excepted service as directed by the President, by law or Executive Order, because of their confidential, policy-determining, or policy-advocating character. The most common use of Executive Orders has been to authorize Schedule C appointments or noncareer executive assignments for regional directors, regional representatives, and comparable positions in various agencies.

Source: US Department of Interior (1998)

### **4.4 Remuneration**

The Office of Person Management (OPM) plays a coordinating role in remuneration by setting special salary rates. The OPM coordination is required as departments establishes its occupational clusters and paybands, including their minimum and maximum rates of pay, especially with respect to job families that are common to other agencies; OPM coordination is also required as the Department sets nationwide and locality-based pay adjustments each year. The Defense Department's includes similar OPM coordination points.

Source: Office of Personal Management (2006) – edited

Although individual agencies have their own human resources system, OPM reserves the ultimate authority to intervene when the exercise of one agency's flexibility has the potential for adversely affecting others across Government and if necessary, to veto flexibility.

Source: Office of Personal Management (2006) – edited

In addition, there is a Federal Wage System (FWS) that is a uniform pay-setting system that covers Federal appropriated fund and nonappropriated fund blue-collar employees who are paid by the hour. The system's goal is to make sure that Federal trade, craft, and laboring employees within a local wage area who perform the same duties receive the same rate of pay. The FWS includes 131 appropriated fund and

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<sup>9</sup> A competitive position is a position in the competitive service. Positions that would ordinarily be in the competitive service are in the excepted service while they are occupied by someone who was appointed under an excepted appointing authority that applies to positions "when filled by" particular individuals.

125 nonappropriated fund local wage areas. Successful labor-management partnership is the hallmark of the FWS, with labor organizations involved in all phases of administering the pay system. Under this uniform pay system which harmonizes federal blue collar jobs as well as be similar to wages in private sector for a the same occupation.

Source: Office of Personal Management (2006) - edited

#### **4.5 Training**

Agencies have the authority to administer their own training programs -- the law, funding authority, and related federal requirements. The *Government Employees Training Act (GETA)* became law in 1958 giving Federal agencies general authority for employee training. Among its provisions, this law authorized the use of non-Government training resources to meet identified training needs which otherwise could not be met with existing Governmental programs and facilities.

The GETA establishes a flexible framework for the training and development of the Federal workforce. Specifically, it allows agencies to fund employee training to assist in achieving their mission and performance goals by improving employee and organizational performance. Amended in 1994, the Act permits agencies to take advantage of the existing training marketplace, Government or non-Government.

Source: Office of Personal Management (2006) - edited

#### **4.6 Gender**

Source: Institution - Title

## 95. Ethics and Civil Service

### 5.1 Corruption

2003 CPI Score relates to perceptions of the degree of corruption as seen by business people and country analysts and ranges between 10 (highly clean) and 0 (highly corrupt).

Corruption Perceptions Index							
		2003 CPI Score	Surveys Used	Standard Deviation	High-Low Range	Number Inst.	90 percent confidence range
Rank	Country						
1	Highly clean	9.7	8	0.3	9.2 - 10.0	4	9.5 - 9.9
18	USA	7.5	13	1.2	4.9 - 9.2	9	6.9 - 8.0
133	Highly corrupt	1.3	8	0.7	0.3 - 2.2	6	0.9 - 1.7

Source: [Transparency International - Corruption Perceptions Index 2003](#)

**Surveys Used:** Refers to the number of surveys that were used to assess a country's performance. 17 surveys were used and at least 3 surveys were required for a country to be included in the CPI.

**Standard Deviation:** Indicates differences in the values of the sources. Values below 0.5 indicate agreement, values between 0.5 and c. 0.9 indicate some agreement, while values equal or larger than 1 indicate disagreement.

**High-Low Range:** Provides the highest and lowest values of the sources.

**Number Institutions:** Refers to the number of independent institutions that assessed a country's performance. Since some institutions provided more than one survey.

**90 percent confidence range:** Provides a range of possible values of the CPI score. With 5 percent probability the score is above this range and with another 5 percent it is below.

The legal code makes the following acts illegal: attempted corruption, extortion, offering a bribe, receiving a bribe, bribing a foreign official, using public resources or confidential state information for private gain, money laundering and conspiracy to commit a crime. In the executive branch, the 57 Offices of Inspector General (OIG) have the mandate to prevent waste, fraud and abuse. Across these offices, 11,000 professionals work with a combined budget of US\$1.5 billion in 2002. Budgets have been growing in tandem with investigations and prosecutions in recent years.

The Inspector General (IG) appointments are based on integrity and ability without regard to political affiliation. The IGs are protected from political interference as they have an independent reporting relationship to the Congress and their respective agency head cannot prevent them from conducting an audit or investigation. The Integrity Committee of the President's Council on Integrity and Efficiency reviews any allegations of misconduct against an IG, but most IGs can only be removed by the president and both houses of Congress must be notified if this happens.

Many laws protect whistle blowers against retaliatory actions, but the statutes lack uniformity and leave unprotected whistle blowers in such areas as food safety, patient abuse and homeland security. Moreover, a survey of whistle blowers who contacted the National Whistleblower Center in 2002 demonstrates that retaliation against whistle blowers remains a major problem. In addition, passage of the Sarbanes-Oxley Act of 2002 has improved the situation in public companies; however, the Act gives employees the right to sue a public company for whistle blower retaliation, and punishes such retaliation with civil and criminal sanctions.

Source: The Center for Public Integrity (2005)

## **5.2 Ethics**

The Office of Government Ethics (OGE), an agency within the executive branch, was established by the Ethics in Government Act of 1978. Originally part of the Office of Personnel Management, OGE became a separate agency on October 1, 1989 as part of the Office of Government Ethics Reauthorization Act of 1988.

The Office of Government Ethics (OGE) exercises leadership in the executive branch to prevent conflicts of interest on the part of Government employees, and to resolve those conflicts of interest that do occur. In partnership with executive branch agencies and departments, OGE fosters high ethical standards for employees and strengthens the public's confidence that the Government's business is conducted with impartiality and integrity.

The OGE is headed by a Director who is appointed to a five-year term by the President. In addition to the Office of the Director, OGE is divided into five Offices that work in concert to carry out OGE's mission. Below is a brief discussion of each of the Offices.

Under Title I of the Ethics in Government Act of 1978, as amended, senior officials in all three branches of Government are required to file public reports of their finances. Officials must report information on their income and assets, financial transactions, gifts and travel reimbursements, liabilities, employment agreements, positions held outside the U.S. Government and sources of compensation greater than \$5,000. The agencies review and certify that the reports are complete and that any potential or actual financial conflicts under the statutes or regulations are identified and resolved.

The OGE oversees the executive branch reporting system. The statute and OGE regulations, contained in 5 C.F.R. part 2634. The approximately 1,000 Presidential appointees confirmed by the Senate and approximately 125 Designated Agency Ethics Officials are required to file reports each year with their agency on, May 15, and also when they leave Federal employment. After agency review of these reports, they are forwarded to OGE for final review and certification. An additional 19,000 other high-level officials are required to provide financial information. The OGE also has responsibility for tracking, collecting, reviewing and certifying these public reports.

In addition, the OGE has an Education Division (ED) developed and provided ethics training courses and materials for executive branch departments and agencies. The ED delivers training to both new and experienced agency ethics officials through workshops and seminars designed to improve their skills in performing ethics related duties and maintaining effective ethics programs. In addition, ED develops and makes available ethics training courses and materials for agency ethics officials to use in conducting ethics training for their employees.

Source: United States office of Government Ethics (2006)

## 6. e-Government

### e-Government Readiness Index:

The index refers to the generic capacity or aptitude of the public sector to use ICT for encapsulating in public services and deploying to the public, high quality information (explicit knowledge) and effective communication tools that support human development.

The index is comprised of three sub-indices: Web Measure Index, Telecommunications Infrastructure Index and Human Capital Index.

### Web Measure Index:

A scale based on progressively sophisticated web services present. Coverage and sophistication of state-provided e-service and e-product availability correspond to a numerical classification.

### Telecommunications Infrastructure Index:

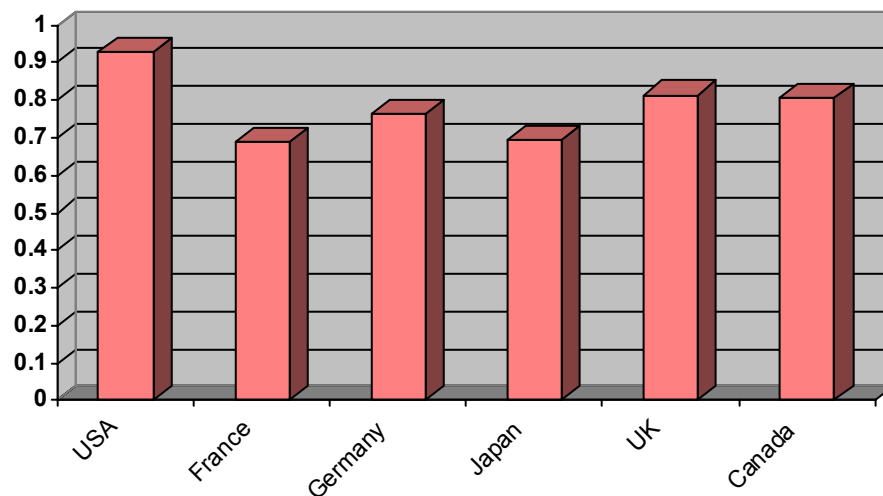
A composite, weighted average index of six primary indices, based on basic infrastructural indicators that define a country's ICT infrastructure capacity.

Primary indicators are: PC's, Internet users, online population and Mobile phones. Secondary indicators are TVs and telephone lines.

### Human Capital Index:

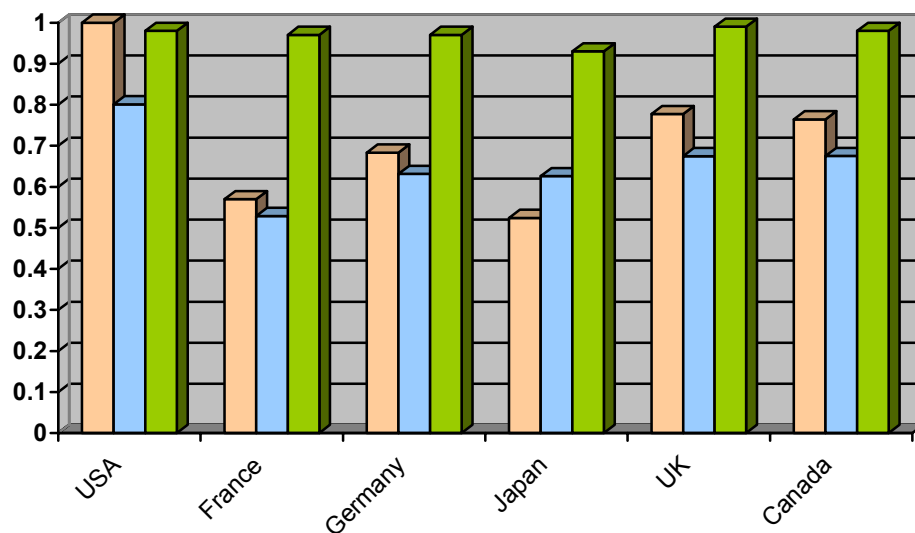
A composite of the adult literacy rate and the combined primary, secondary and tertiary gross enrolment ratio, with two thirds of the weight given to adult literacy and one third to the gross enrolment ratio.

### e-Government Readiness Index



Source: United Nations – World Public Sector Report 2003

### Web Measure Index Telecom. Infrastructure Index Human Capital Index



Source: United Nations – World Public Sector Report 2003

**e-Participation Index:**

Refers to the willingness, on the part of the government, to use ICT to provide high quality information (explicit knowledge) and effective communication tools for the specific purpose of empowering people for able participation in consultations and decision-making both in their capacity as consumers of public services and as citizens.

**e-information:**

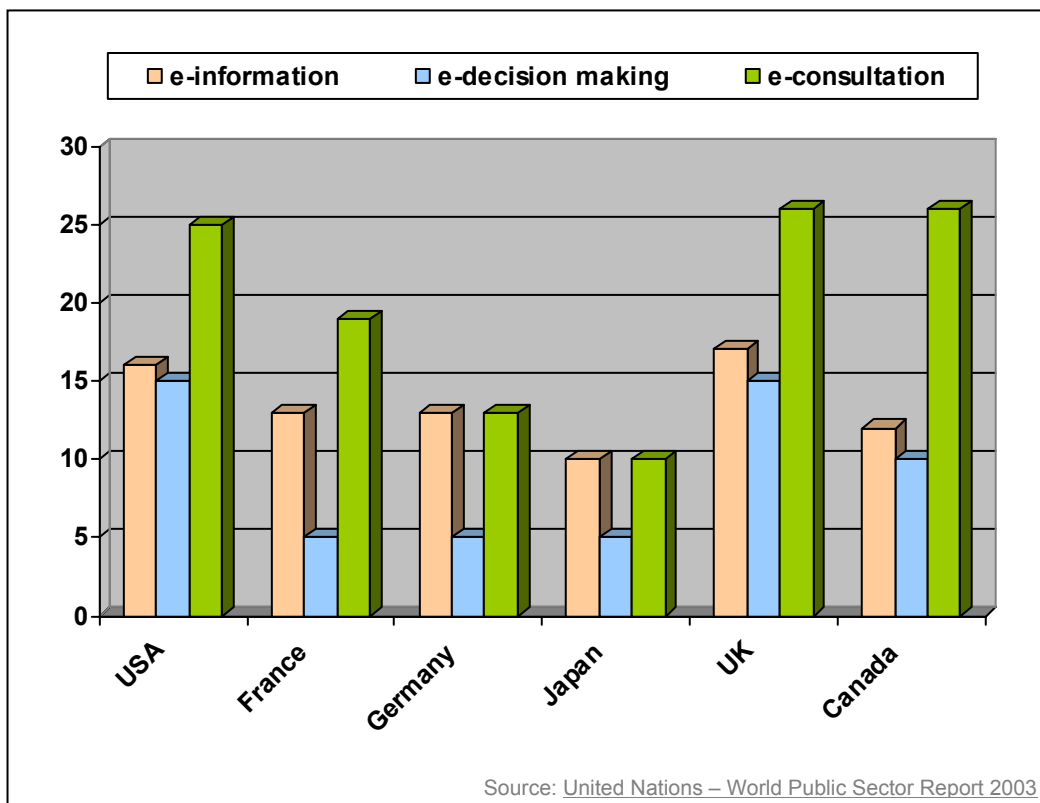
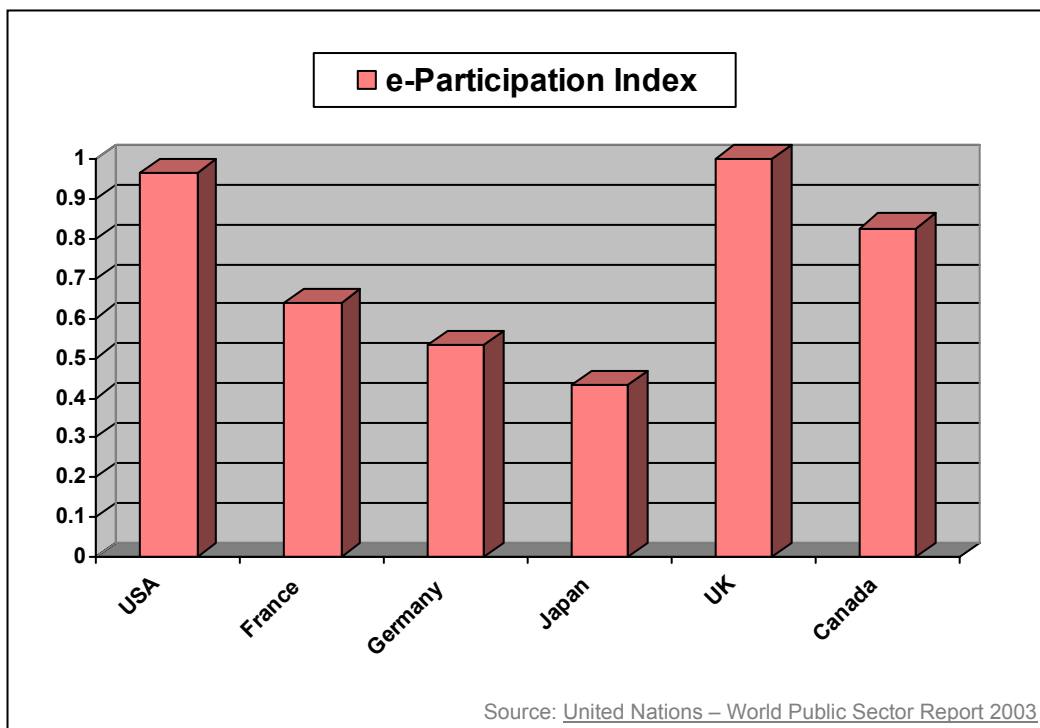
The government websites offer information on policies and programs, budgets, laws and regulations, and other briefs of key public interest. Tools for disseminating of information exist for timely access and use of public information, including web forums, e-mail lists, newsgroups and chat rooms.

**e-decision making:**

The government indicates that it will take citizens input into account in decision making and provides actual feedback on the outcome of specific issues.

**e-consultation:**

The government website explains e-consultation mechanisms and tools. It offers a choice of public policy topics online for discussion with real time and archived access to audios and videos of public meetings. The government encourages citizens to participate in discussions.



## 7. Links

7.1 National sites	
Authority	Topic
Authority	Topic
United States ombudsman association	<a href="http://www.usombudsman.org/">http://www.usombudsman.org/</a>
Government portal - Info USA	<a href="http://www.infousa.com/">http://www.infousa.com/</a>
The Office of Personal Management	<a href="http://www.opm.gov/">http://www.opm.gov/</a>
The United States Office of Government ethics	<a href="http://www.usoge.gov/">http://www.usoge.gov/</a>
The Government Accounting Office	<a href="http://www.gao.gov/">http://www.gao.gov/</a>
The United States Department of Defense	<a href="http://www.defenselink.mil/">http://www.defenselink.mil/</a>
The United States Department of the interior	<a href="http://www.doi.gov">http://www.doi.gov</a>

7.2 Miscellaneous sites	
Institution	Topic
The Center for Public Integrity	<a href="http://www.publicintegrity.org/">http://www.publicintegrity.org/</a>
UNPAN	<a href="http://www.unpan.org/virtual_library-byregion.asp">http://www.unpan.org/virtual_library-byregion.asp</a>
World Bank (WB)	<a href="http://www.worldbank.org/">http://www.worldbank.org/</a>