

The Change in Authority Structure at FEMA, and the Merger with the Department of Homeland Security: Did it affect FEMA's Autonomy and Impact its Performance?

By: Mike DeLorenzo
PhD Student in Public Administration
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Topics

- Autonomy
- Elements of Autonomy
- Meta-Model of Autonomy
- FEMA Experience
- Importance of Structure

Agency Autonomy

- Operate and function without interference
- Power to the agency itself (Simon & Thompson, 1991)
 - Knowledge, resources, leadership
- Policy making and implementation
- Agency success, degree of autonomy (Wilson, 2000)

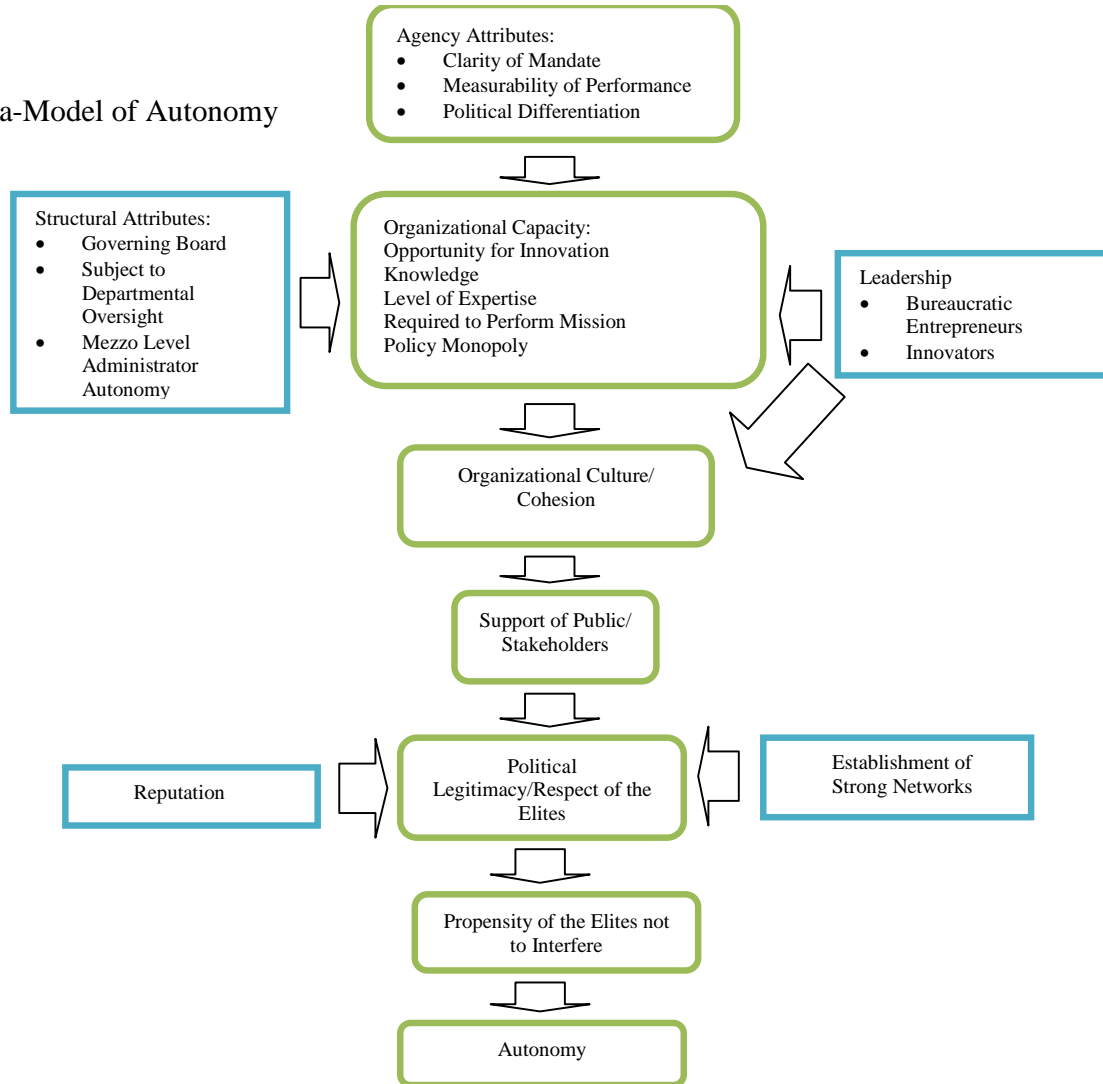
Conditions of Autonomy

- Carpenter (2001) bureaucratic autonomy three conditions:
 - Political differentiation
 - Organizational Capacity
 - Political Legitimacy
- Khademian (1996) autonomy and performance:
 - Formal independence of structure

Agency Autonomy (cont.)

- Clarity of mandate
- Respect
- Clear way to assess performance
- Agency Power (Meier, Bothe, 2007)
 - External
 - Internal

Meta-Model of Autonomy



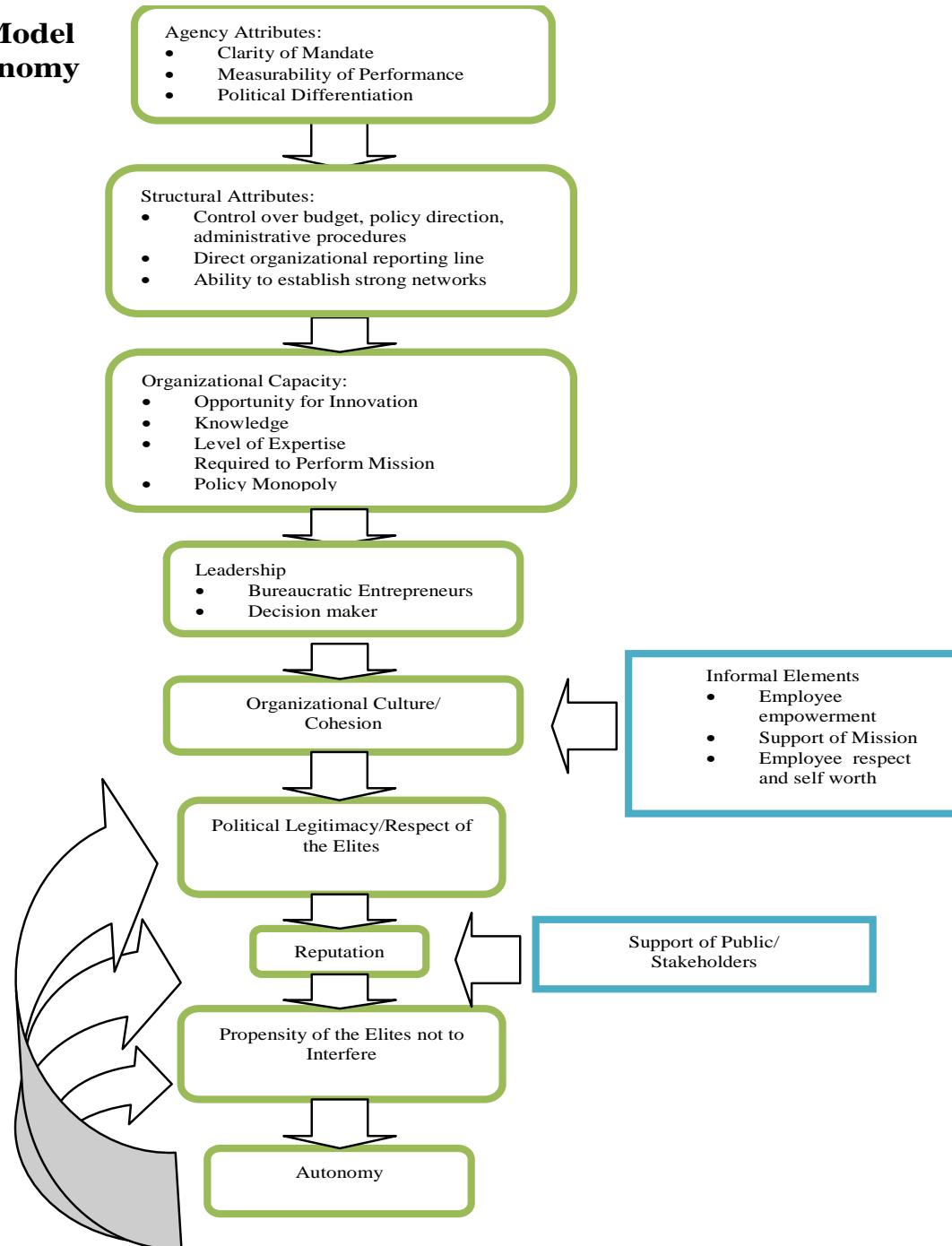
Findings at FEMA

- Reporting relationships
 - Duplication
- Administrative Procedures
- Policy Coordination
 - Mission
- Financial
- Leadership

Findings at FEMA (cont.)

- Informal
 - Employee morale
 - Respect of other entities
 - Existing agency traditions
 - Empower, entrepreneurial

Revised Meta-Model of Agency Autonomy



Conclusion

- Autonomy elements are interrelated
 - Leadership
- Importance of structure
 - Authority
- FEMA
 - Autonomy and performance

Questions