

Abstracts of Articles

TOWARDS A DEFINITION OF CRISIS ADMINISTRATION: SOME SOCIOLOGICAL AND LEGAL NOTES ON ADMINISTERING A COMMUNITY *IN EXTREMIS*

by Victoriano A. Hipe

A closer look at the social, political and legal aspects of crisis administration strongly suggests that an effort must be made to differentiate crisis administration from an administration "crisis." The former refers to the process and activity of directing group effort in a disaster-stricken community to neutralize the adverse effects of the disaster and to facilitate the return to normalcy. The latter may stem from the inability of the administrative system to cope with the increasing complexities and greater demands brought about by rapid modernization and industrialization. This distinction is vital as the essential elements of urgency and surprise in the former may require different administrative techniques and structures and even cause the exercise of extraordinary power by the administrators. The tendency to overuse the term in the first sense, even in the absence of real disasters, may blur the fact that crisis administration is distinct from the regular functions of government in that it is essentially curative rather than preventive.

BUREAUCRATIC NORMS, CORRUPTION AND DEVELOPMENT

by Ledivina V. Cariñe

Arguing against the notion that bureaucratic corruption in Third World countries is largely the outcome of their Westernization, this article attempts to show how Philippine society and its bureaucracy has partly internalized five Weberian norms of conduct: universalistic, priority, efficiency, technical and jurisdictional norms. It describes and offers reasons for the occurrence of bureaucratic corruption and ventures to assess the effects of this type of behavior on the developmental effort of the government. Through a case study which presents a detailed analysis of the formal procedures of one government agency, this article shows how prevailing societal values can weaken the effects of these Weberian norms and consequently cause bureaucratic corruption.

THE RISE OF "PARTICIPATORY BUREAUCRACY" IN THE UNITED STATES FEDERAL SERVICE

by David H. Rosenbloom

This essay discusses the concept of participatory public bureaucracy currently emerging in the United States. It explains the rationale behind some of its features, and traces movement toward its establishment in the United States federal service. It is argued that there is reason to believe that participatory bureaucracy can contribute significantly to the resolu-

tion of the problem of obtaining efficiency and political responsiveness in public bureaucracies.

THINKING ON TRIAL—OBSERVATION OF THINK-TANKING IN THE PHILIPPINES

by **Wilfredo Clemente II**

The effectivity of applying developmental concepts in the Third World countries does not depend on measuring up but on scaling down these sophisticated concepts to fit local concrete conditions. In the Philippines, evidences of misapplication of Western concepts in planning, training programs, the use of systems models and in research management have been observed. But beyond this, the output of Philippine think-tanks can be best upgraded only by improving the quality of thinkers. Thus, this article poses a challenge to Philippine think-tanks which play a vital part in the shaping of society by determining the role of foreign technology and culture in domestic development.

PERFORMANCE RATING AND PROMOTION: THE DBP EXPERIENCE

by **Florencia C. Villanueva**

This research report presents the findings of an empirical study which looked into the relationship between performance rating and promotion. Relying mainly on available personnel records of a sample of one hundred employees from different administrative levels of the Development Bank of the Philippines, it reveals that performance rating score and frequency and quality of promotions of employees sampled are not related. Organizational and other personnel factors which may explain this findings are presented.