

Concurso para Estágio nos Estados Unidos

TRECHOS PARA TRADUÇÃO

(Seção I)

The largest single item of expenditure is for personal service. Duties classification, enforced by an agency within the executive branch but separate from the departments, ensures that salaries will be properly adjusted to the kind of work involved and prevents favoritism, lack of standardization, and competitive interdepartmental bidding. In Massachusetts, but not in most jurisdictions, specific authority must be secured by the departments from the Commission on Administration and Finance to fill any vacancy or to create a new position.

The second largest item of expense is for material. Well-organized central purchasing agencies, working on published specifications and requiring bids on the open market, ensure that this part of the public funds will be properly used. With respect to these and other items of expense, the rapidly developing techniques of executive supervision furnish a means of close inspection and planned use of money made available in lump sums. In short, the establishment of integrated administrative operation and central control services permits a legislative body to appropriate safely in large and unrestricted sums. All this is buttressed by the customary "gentlemen's understanding" that the detailed estimates presented in the budget are the guide in the general allowances authorized by the appropriation act.

These assumptions largely broke down in the emergency relief act of the 74th Congress. This extraordinary statute and later relief acts authorized expenditures in terms of a blank check of unexampled proportions.

(L.D. White — Introduction to the Study of Public Administration).

(Seção II)

A sound organization is intimately related to the effectiveness with which the personnel can work. Poor organization, i.e., one in which the parts are not well laid out, in which there is duplication of work, lack of clear responsibility, poor coordination, loose supervision, ineffective delegation, leads directly to loss of human effort, confusion of purpose, conflict of wills, and at times near paralysis of movement. Good organization and smooth operation are inseparably connected. Even though competent personnel may make any organization work, there is no sense in requiring them to work with a poor one.

The point has been admirably put by Professor John M. Gaus, who writes: "Organization is the arrangement of personnel for facilitating the accomplishment of some agreed purpose through the allocation of functions and responsibilities. It is the relating of efforts and capacities of individuals and groups engaged upon a common task in such a way as to secure the desired objective with the least friction and the most satisfaction to those for whom the task is done and those engaged in the enterprise."

The vital point is that structure is an arrangement or the working relationships of individuals, not merely an impersonal process of putting blocks together to make a building. As a system of arrangement of human beings, it is subject to such modifications, in particular cases, as given personality combinations may require. To what extent it is desirable to rearrange structure in preference to replacing personnel is a practical matter to be determined in the light of special cases. In the long run, the demands

of sound organization require the fitting of personnel to it, rather than sacrificing normal organizational relationships to the needs or whims of individuals.

(L.D. White — Introduction to the Study of Public Administration).

(Seção III)

The process of classifying a position involves two major operations: first the construction of the classification plan, and second the allocation of the position to its proper pigeonhole or "class", designated in the plan by a class title.

The construction of a classification plan grows out of and is intimately related to the actual positions which are found in a jurisdiction. In its final form a classification plan consists of a number of classes adequate to enable a place to be found for each existing position, arranged in orderly fashion with respect to each other, and supplemented by a set of rules and regulations for their administration, interpretation and amendment. The structure of the plan becomes more specific as we examine the fundamental concepts on which it is based. These appear in the ideas of position, class, class specification, service and grade.

The fundamental unit in the classification plan is the position. A position is a specific civilian, office, employment of job, whether occupied or vacant, calling for the performance of certain duties and the carrying of certain responsibilities by one individual, either on a full-time or a part-time basis. The concept of position is distinct from the concept of employee. A position may be occupied or vacant. It is characterized by its duties and responsibilities and as long as these criteria remain the same, the position remains the same regardless of the fact that it may be occupied by different employees at different times. A position often exists before it is occupied by anyone and it does not necessarily cease to exist with the death, resignation or removal of its incumbent.

(L.D. White — Introduction to the Study of Public Administration).

(Seção V)

The terms, recruitment and examination, are often used interchangeably. In this book, the word recruitment is limited to the specific steps taken to attract suitable candidates to apply for examinations. Examination will be understood to mean the formal process of testing as a means of determining either mere qualification or rank order of merit and the establishment of an eligible register. Certification is the process of sending to an appointing officer the names of those who are eligible for appointment. Chronologically, therefore, the sequence is recruitment, examination, certification.

The traditional approach of American civil service commissions toward recruitment is one of relative passivity. Recruitment has often been considered simply a matter of the publication and distribution of unattractive announcements, often necessarily written in rather forbidding "official English." A different plan of recruitment has been evolved in progressive jurisdictions which accept a responsibility for arousing the interest of specially qualified persons. It is not enough, in this view, merely to sort out by examination those who come forward voluntarily; there is a positive duty of finding peculiarly well-qualified persons and of inducing them to take the examinations.

The theory and practice of passively accepting what turns up are open to criticism in any case, but are parti-

culary indefensible in recruiting for specialized middle-and-upper-bracket positions. A special duty to make an active search for exceptionally wellqualified applicants clearly rests both upon the central examining agency and upon the operating departments.

(L.D. White — Introduction to the Study of Public Administration).

(Seção VI)

Analysis of public service training requires a differentiation between education for the public service prior to appointment, and training within the service subsequent to appointment. This distinction rests on a substantial difference in circumstances and objectives. Pre-entry "training" is intended to enable an aspirant to pass an examination or otherwise to show fitness for appointment, or more broadly to develop the knowledge and qualities of mind which will make for subsequent success. There is no certainty of selection for a civil service post and the object is properly, therefore, to prepare the would-be civil servant on sufficiently broad lines (without overlooking examination requirements) so that his efforts will not be wasted if he is unsuccessful in entering public work. The principal instruments of preparation are the public school system and the colleges and universities. They are unable, for reasons which will appear shortly, to offer specific courses for specific jobs in a given office; and their responsibility for education is universally conceived in terms which make educators unwilling to narrow their offerings to such a vocational purpose. "Cram schools" of varying degrees of merit coach for specific examinations.

By contrast, in-service training is directed toward individuals who are actually at work. Such training is a recognizable investment in long-time service. The employee is performing a particular function which in the public interest should be well performed; and he is eligible for promotion to other positions where competence and special knowledge are equally desirable. The specific object in view is performance. Training to improve performance may be special or general, but the immediate objective is definable in terms of present or future responsibility.

(L.D. White — Introduction to the Study of Public Administration).

(Seção VII)

A further problem in the development of the collections remains incompletely solved: that of the Library of

Congress's proper role in the microfilming of unique materials abroad. In the Force and Toner collections and, particularly, in the B.F. Stevens Collection it had acquired important groups of transcripts. Sporadically before 1905, and persistently since, the Library has itself engaged in making transcripts and, later, photoreproductions of material in foreign archives and manuscript collections relating to the history of the United States. This program, which began in England and was extended to the Continent in 1914 and to Latin America in 1919, had brought in some 300,000 pages of reproductions by 1925. It received a great impetus in that year from the gift by James B. Wilbur of an endowment from which the income was to be used for obtaining reproductions of unpublished European sources relating to the United States, and an even greater impetus in 1927 from the gift by John D. Rockefeller, Jr., of \$450,000.00 to be expended over five years for the same purpose, though this was not restricted to Europe. This latter gift was subsequently increased by \$40,000.00 to be spent over two additional years. Reproductions made with the Rockefeller grant totaled approximately two and one-half million pages, and the Library has continued (except for the war years) to add to this figure by the use of the Wilbur Fund income. In consequence of these programs, the Library now has a very strong collection of reproductions of material from the basic archival collections of Europe, Canada, and Mexico relating to the history of the United States, especially for the Colonial and Revolutionary periods. The availability of the Wilbur Fund assures the steady continuation of this program.

TRECHO PARA VERSÃO

A pequena drogaria é uma instituição típica de qualquer cidade americana. Muito útil, vende pílulas, cigarros, jornais, revistas, cartões postais, pão, papel aéreo e sorvete, além de ser restaurante em escala reduzida e ponto de reunião dos rapazes da vizinhança.

A drogaria da esquina contrasta com o aspecto progressista dos centros urbanos, cheios de arranha-céus, em cuja sombra ela existe e prospera.

Outro curioso traço das cidades americanas, até mesmo das maiores, é a presença de inúmeras barbearias de modestas proporções. Utilizam-se, geralmente, de um estranho sistema de propaganda: mantêm, diante de suas portas (às vezes de sua única porta), um poste pintado de preto e branco, sempre a girar em torno do seu eixo.