

CHARACTERISTICS OF SPOILS SYSTEM JACKSONIAN

CHARACTERISTICS OF SPOILS SYSTEM JACKSONIAN REPRESENT A PIVOTAL, ALBEIT CONTROVERSIAL, SHIFT IN AMERICAN POLITICAL PATRONAGE. THIS SYSTEM, DEEPLY INTERTWINED WITH THE PRESIDENCY OF ANDREW JACKSON, FUNDAMENTALLY ALTERED THE RELATIONSHIP BETWEEN PUBLIC SERVICE AND POLITICAL LOYALTY. IT MARKED A DEPARTURE FROM THE PRIOR PRACTICE OF APPOINTING INDIVIDUALS BASED LARGELY ON MERIT OR EXPERIENCE, INSTEAD PRIORITIZING THOSE WHO SUPPORTED THE WINNING PARTY. THIS ARTICLE WILL DELVE INTO THE CORE CHARACTERISTICS OF THE JACKSONIAN SPOILS SYSTEM, EXPLORING ITS PHILOSOPHICAL UNDERPINNINGS, ITS IMPLEMENTATION, ITS PERCEIVED BENEFITS, AND ITS SIGNIFICANT CRITICISMS, THEREBY PROVIDING A COMPREHENSIVE OVERVIEW OF ITS ENDURING IMPACT ON AMERICAN GOVERNANCE.

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UNDERSTANDING THE JACKSONIAN ERA AND ITS POLITICAL CLIMATE

THE EARLY 19TH CENTURY IN THE UNITED STATES WAS A PERIOD OF SIGNIFICANT POLITICAL AND SOCIAL TRANSFORMATION. ANDREW JACKSON'S PRESIDENCY (1829-1837) COINCIDED WITH A GROWING DEMOCRATIZATION OF AMERICAN SOCIETY, OFTEN REFERRED TO AS THE "AGE OF THE COMMON MAN." THIS ERA WITNESSED A SURGE IN POPULAR PARTICIPATION IN POLITICS, A DECLINE IN THE INFLUENCE OF ARISTOCRATIC ELITES, AND A FERVENT BELIEF IN THE WILL OF THE PEOPLE. THE EXISTING FEDERAL BUREAUCRACY, ESTABLISHED BY PREVIOUS ADMINISTRATIONS, WAS SEEN BY JACKSON AND HIS SUPPORTERS AS AN ENTRENCHED, PRIVILEGED GROUP THAT HAD BECOME DETACHED FROM THE EVERYDAY CONCERNS OF THE POPULACE. THIS PERCEPTION FUELED A DESIRE FOR REFORM AND A REDEFINITION OF WHO WAS FIT TO SERVE THE PUBLIC.

POLITICAL PARTIES, WHILE PRESENT BEFORE JACKSON, SOLIDIFIED THEIR ORGANIZATIONAL STRUCTURES AND THEIR IMPORTANCE DURING THIS TIME. THE COMPETITIVE NATURE OF ELECTIONS BECAME MORE INTENSE, AND THE NEED TO REWARD LOYAL SUPPORTERS AND MOBILIZE VOTERS WAS PARAMOUNT. THE PREVAILING SENTIMENT WAS THAT GOVERNMENT POSITIONS SHOULD NOT BE LIFETIME APPOINTMENTS FOR THE SELECT FEW, BUT RATHER OPPORTUNITIES THAT COULD BE ROTATED AMONG DESERVING CITIZENS WHO HAD DEMONSTRATED THEIR COMMITMENT TO THE PARTY'S PLATFORM AND TO THE PRINCIPLES OF THE REPUBLIC. THIS IDEOLOGY LAID THE GROUNDWORK FOR THE MORE RADICAL APPROACH TO APPOINTMENTS THAT JACKSON WOULD SOON CHAMPION.

THE CORE CHARACTERISTICS OF THE JACKSONIAN SPOILS SYSTEM

THE MOST DEFINING CHARACTERISTIC OF THE JACKSONIAN SPOILS SYSTEM WAS THE PRINCIPLE OF ROTATION IN OFFICE. THIS CONCEPT SUGGESTED THAT GOVERNMENT POSITIONS SHOULD NOT BE HELD INDEFINITELY BY THE SAME INDIVIDUALS, BUT RATHER SHOULD BE PERIODICALLY FILLED BY NEW PEOPLE. JACKSONIAN PROponents ARGUED THAT SUCH ROTATION WOULD PREVENT THE FORMATION OF ENTRENCHED BUREAUCRACIES, REDUCE CORRUPTION, AND ENSURE THAT GOVERNMENT SERVICE REMAINED RESPONSIVE TO THE CHANGING POLITICAL LANDSCAPE AND THE WILL OF THE ELECTORATE. IT WAS A MECHANISM TO INVIGORATE THE GOVERNMENT AND MAKE IT MORE ACCOUNTABLE TO THE PEOPLE, AS INTERPRETED BY THE DOMINANT POLITICAL FACTION.

ROTATION IN OFFICE AS A DEMOCRATIC PRINCIPLE

THE IDEA OF ROTATION IN OFFICE WAS PRESENTED NOT MERELY AS A TOOL FOR POLITICAL ADVANTAGE, BUT AS A DEMOCRATIC IMPERATIVE. JACKSON BELIEVED THAT ANY COMPETENT CITIZEN WAS CAPABLE OF PERFORMING THE DUTIES OF MOST GOVERNMENT OFFICES. BY REGULARLY REPLACING OFFICEHOLDERS, THE SYSTEM AIMED TO PREVENT THE DEVELOPMENT OF A PERMANENT, UNELECTED CLASS OF BUREAUCRATS WHO MIGHT WIELD UNDUE INFLUENCE OR BECOME UNRESPONSIVE TO THE PUBLIC. THIS ALSO SERVED AS A POWERFUL INCENTIVE FOR POLITICAL PARTICIPATION, AS LOYAL PARTY MEMBERS COULD ASPIRE TO POSITIONS OF PUBLIC TRUST AS A REWARD FOR THEIR EFFORTS.

POLITICAL LOYALTY AS A PRIMARY QUALIFICATION

PERHAPS THE MOST CONTROVERSIAL CHARACTERISTIC WAS THE ELEVATION OF POLITICAL LOYALTY TO THE WINNING PARTY AS A KEY QUALIFICATION FOR PUBLIC OFFICE. UNLIKE PREVIOUS ADMINISTRATIONS THAT OFTEN EMPHASIZED EXPERIENCE, EDUCATION, OR PERCEIVED MERIT IN APPOINTMENTS, THE JACKSONIAN APPROACH READILY DISPLACED EXISTING OFFICEHOLDERS AND REPLACED THEM WITH INDIVIDUALS WHO HAD ACTIVELY SUPPORTED ANDREW JACKSON AND HIS DEMOCRATIC PARTY. THIS WAS FRAMED AS A WAY TO ENSURE THAT THE GOVERNMENT TRULY REFLECTED THE MANDATE GIVEN BY THE VOTERS, AND THAT THE EXECUTIVE BRANCH WOULD BE STAFFED BY INDIVIDUALS WHO SHARED THE PRESIDENT'S VISION AND POLITICAL AGENDA.

DECENTRALIZATION OF POWER AND PATRONAGE

THE SPOILS SYSTEM ALSO CONTRIBUTED TO A DECENTRALIZATION OF POWER, AT LEAST IN TERMS OF PATRONAGE DISTRIBUTION. WHILE THE PRESIDENT MADE MANY KEY APPOINTMENTS, THE SYSTEM ALSO EMPOWERED PARTY LEADERS AND LOCAL COMMITTEES TO IDENTIFY AND RECOMMEND LOYAL INDIVIDUALS FOR VARIOUS POSITIONS. THIS CREATED A NETWORK OF POLITICAL OPERATIVES WHO WERE REWARDED FOR THEIR ORGANIZATIONAL SKILLS AND DEDICATION TO THE PARTY, THEREBY STRENGTHENING THE PARTY'S STRUCTURE AND ITS ABILITY TO MOBILIZE VOTERS FOR FUTURE ELECTIONS. IT FOSTERED A PROFESSIONAL POLITICAL CLASS THAT WAS DEEPLY INVESTED IN THE SUCCESS OF THEIR PARTY.

JUSTIFICATIONS AND PERCEIVED BENEFITS OF THE SPOILS SYSTEM

PROponents OF THE JACKSONIAN SPOILS SYSTEM OFFERED SEVERAL COMPELLING JUSTIFICATIONS FOR ITS IMPLEMENTATION. FOREMOST AMONG THESE WAS THE IDEA THAT IT MADE GOVERNMENT MORE DEMOCRATIC AND RESPONSIVE. BY OPENING UP POSITIONS TO A BROADER BASE OF CITIZENS, AND BY ENSURING THAT OFFICEHOLDERS WERE ACCOUNTABLE TO THE ELECTORATE'S CHOSEN REPRESENTATIVES, THE SYSTEM WAS SEEN AS A DIRECT EMBODIMENT OF POPULAR SOVEREIGNTY. IT AIMED TO BREAK THE PERCEIVED GRIP OF AN ARISTOCRATIC ELITE ON THE REINS OF POWER AND TO ENSURE THAT GOVERNMENT JOBS SERVED THE PUBLIC GOOD RATHER THAN PRIVATE INTERESTS.

PREVENTING ENTRENCHED BUREAUCRACY AND CORRUPTION

A SIGNIFICANT ARGUMENT IN FAVOR OF THE SPOILS SYSTEM WAS ITS PURPORTED ABILITY TO PREVENT THE FORMATION OF A CORRUPT AND ENTRENCHED BUREAUCRACY. JACKSON AND HIS ALLIES VIEWED LONG-TERM TENURE IN GOVERNMENT POSITIONS AS A BREEDING GROUND FOR SELF-INTEREST, COMPLACENCY, AND POTENTIALLY, CORRUPTION. BY ROTATING INDIVIDUALS THROUGH THESE ROLES, THE SYSTEM THEORETICALLY INJECTED FRESH PERSPECTIVES AND REDUCED THE OPPORTUNITY FOR INDIVIDUALS TO BUILD PERSONAL EMPIRES WITHIN THE GOVERNMENT. THE THREAT OF REMOVAL AND REPLACEMENT WAS SEEN AS A POTENT DETERRENT AGAINST MALFEASANCE.

PROMOTING CITIZEN ENGAGEMENT AND POLITICAL PARTICIPATION

THE SPOILS SYSTEM WAS ALSO CREDITED WITH STIMULATING CITIZEN ENGAGEMENT AND PARTICIPATION IN THE POLITICAL PROCESS. THE PROSPECT OF GAINING A GOVERNMENT APPOINTMENT SERVED AS A POWERFUL INCENTIVE FOR INDIVIDUALS TO BECOME INVOLVED IN PARTY ACTIVITIES, CAMPAIGN FOR CANDIDATES, AND ORGANIZE AT THE LOCAL LEVEL. THIS CREATED A MORE ROBUST AND ACTIVE POLITICAL BASE, STRENGTHENING THE MACHINERY OF POLITICAL PARTIES AND ENSURING THAT A WIDER SEGMENT OF THE POPULATION FELT INVESTED IN THE OUTCOMES OF ELECTIONS AND THE GOVERNANCE OF THE NATION.

ENSURING EXECUTIVE CONTROL AND POLICY IMPLEMENTATION

FROM THE PERSPECTIVE OF THE EXECUTIVE, THE SPOILS SYSTEM WAS A CRUCIAL TOOL FOR ENSURING LOYALTY AND FACILITATING THE IMPLEMENTATION OF THE PRESIDENT'S AGENDA. WHEN OFFICEHOLDERS ARE APPOINTED BASED ON THEIR ALIGNMENT WITH THE PRESIDENT'S POLITICAL PHILOSOPHY AND GOALS, IT BECOMES EASIER TO DIRECT THE BUREAUCRACY TOWARDS ACHIEVING THOSE OBJECTIVES. THIS CONTRASTS WITH A SYSTEM WHERE APPOINTED OFFICIALS MIGHT HAVE DIFFERENT PRIORITIES OR ALLEGIANCES, POTENTIALLY HINDERING OR OBSTRUCTING EXECUTIVE POLICY INITIATIVES.

CRITICISMS AND NEGATIVE CONSEQUENCES OF THE JACKSONIAN SPOILS SYSTEM

DESPITE ITS PROponents' ARGUMENTS, THE JACKSONIAN SPOILS SYSTEM FACED WIDESPREAD CRITICISM AND LED TO SEVERAL SIGNIFICANT NEGATIVE CONSEQUENCES. THE MOST PROMINENT CRITIQUE CENTERED ON THE FACT THAT COMPETENCE AND EXPERIENCE WERE OFTEN SACRIFICED IN FAVOR OF POLITICAL LOYALTY. THIS FREQUENTLY RESULTED IN THE APPOINTMENT OF UNQUALIFIED OR INEPT INDIVIDUALS TO POSITIONS REQUIRING SPECIALIZED KNOWLEDGE AND SKILLS, LEADING TO INEFFICIENCY AND A DECLINE IN THE QUALITY OF PUBLIC SERVICE.

DETERIORATION OF GOVERNMENT EFFICIENCY AND COMPETENCE

ONE OF THE MOST IMMEDIATE AND OBSERVABLE DOWNSIDES WAS THE DECLINE IN GOVERNMENTAL EFFICIENCY AND COMPETENCE. WHEN INDIVIDUALS WERE APPOINTED BASED ON THEIR POLITICAL AFFILIATIONS RATHER THAN THEIR QUALIFICATIONS, MANY GOVERNMENT AGENCIES SUFFERED. TASKS THAT REQUIRED TECHNICAL EXPERTISE, LONG-TERM PLANNING, OR SPECIALIZED KNOWLEDGE WERE OFTEN HANDLED BY INDIVIDUALS WHO LACKED THE NECESSARY TRAINING OR EXPERIENCE. THIS NOT ONLY HAMPERED THE EFFECTIVE FUNCTIONING OF GOVERNMENT BUT ALSO LED TO A WASTE OF TAXPAYER RESOURCES.

RISE OF POLITICAL MACHINES AND CORRUPTION

WHILE INTENDED TO COMBAT CORRUPTION, THE SPOILS SYSTEM PARADOXICALLY FOSTERED THE GROWTH OF POWERFUL POLITICAL MACHINES AND, IN MANY INSTANCES, INCREASED OPPORTUNITIES FOR CORRUPTION. THESE MACHINES, FUELED BY PATRONAGE, EXERTED IMMENSE INFLUENCE, CONTROLLING APPOINTMENTS AND DIRECTING RESOURCES TO REWARD LOYAL FOLLOWERS. THIS OFTEN LED TO A SYSTEM WHERE POLITICAL POWER WAS USED FOR PERSONAL ENRICHMENT, AND WHERE HONESTY AND MERIT WERE SECONDARY TO PARTY ALLEGIANCE. KICKBACKS, FAVORITISM, AND OTHER FORMS OF GRAFT BECAME MORE PREVALENT AS A CONSEQUENCE.

UNDERMINING OF MERITOCRACY AND PROFESSIONALISM

THE JACKSONIAN SPOILS SYSTEM FUNDAMENTALLY UNDERMINED THE DEVELOPMENT OF A PROFESSIONAL CIVIL SERVICE BASED ON MERIT. BY PRIORITIZING POLITICAL CONNECTIONS OVER QUALIFICATIONS, IT DISCOURAGED INDIVIDUALS FROM PURSUING PUBLIC SERVICE AS A LONG-TERM CAREER BASED ON EXPERTISE. THIS CREATED A REVOLVING DOOR OF PERSONNEL IN MANY GOVERNMENT ROLES, PREVENTING THE ACCUMULATION OF INSTITUTIONAL KNOWLEDGE AND EXPERTISE THAT IS VITAL FOR EFFECTIVE GOVERNANCE. THE VERY NOTION OF A DEDICATED, IMPARTIAL BUREAUCRACY WAS WEAKENED.

THE LEGACY AND EVOLUTION OF THE SPOILS SYSTEM

THE CHARACTERISTICS OF THE SPOILS SYSTEM, AS CHAMPIONED BY ANDREW JACKSON, LEFT AN INDELIBLE MARK ON AMERICAN POLITICS. WHILE THE MOST EGREGIOUS EXCESSES OF THE JACKSONIAN ERA WERE EVENTUALLY CURTAILED, THE UNDERLYING PRINCIPLES AND PRACTICES CONTINUED TO INFLUENCE POLITICAL APPOINTMENTS FOR DECADES. THE SYSTEM'S LEGACY IS A COMPLEX ONE, MARKED BY BOTH ITS ROLE IN DEMOCRATIZING ACCESS TO GOVERNMENT AND ITS CONTRIBUTION TO INEFFICIENCY AND CORRUPTION.

THE MID-19TH CENTURY WITNESSED GROWING DISCONTENT WITH THE PERVERSIVE INFLUENCE OF PATRONAGE. EVENTS LIKE THE ASSASSINATION OF PRESIDENT JAMES A. GARFIELD BY A DISGRUNTLED OFFICE SEEKER IN 1881 SERVED AS A CATALYST FOR REFORM. THIS LED TO THE PASSAGE OF THE PENDLETON CIVIL SERVICE REFORM ACT OF 1883, WHICH ESTABLISHED A MERIT-BASED SYSTEM FOR FEDERAL APPOINTMENTS, CREATING A PROFESSIONAL CIVIL SERVICE COMMISSION. THIS ACT MARKED A SIGNIFICANT SHIFT AWAY FROM THE SPOILS SYSTEM, EMPHASIZING COMPETITIVE EXAMINATIONS AND PROFESSIONAL QUALIFICATIONS OVER POLITICAL LOYALTY.

HOWEVER, REMNANTS OF THE SPOILS SYSTEM, PARTICULARLY AT STATE AND LOCAL LEVELS, PERSISTED FOR MUCH LONGER, AND EVEN TODAY, THE DEBATE OVER POLITICAL APPOINTMENTS VERSUS CIVIL SERVICE REFORM CONTINUES. THE HISTORICAL CONTEXT OF THE JACKSONIAN SPOILS SYSTEM REMAINS A CRUCIAL LESSON IN THE ONGOING TENSION BETWEEN POLITICAL REPRESENTATION, ADMINISTRATIVE EFFICIENCY, AND THE INTEGRITY OF PUBLIC SERVICE IN A DEMOCRATIC SOCIETY.

THE PENDLETON ACT AND THE MOVE TOWARDS MERITOCRACY

THE PENDLETON CIVIL SERVICE REFORM ACT OF 1883 REPRESENTED A WATERSHED MOMENT IN THE HISTORY OF AMERICAN PUBLIC ADMINISTRATION. IT ESTABLISHED THE PRINCIPLE THAT FEDERAL JOBS SHOULD BE FILLED BASED ON COMPETITIVE EXAMINATIONS, THEREBY CREATING A MORE MERITOCRATIC SYSTEM. THIS LEGISLATION WAS A DIRECT RESPONSE TO THE ABUSES AND INEFFICIENCIES ASSOCIATED WITH THE SPOILS SYSTEM, AIMING TO PROFESSIONALIZE THE CIVIL SERVICE AND INSULATE IT FROM THE VAGARIES OF POLITICAL FORTUNES. IT SIGNIFICANTLY REDUCED THE POWER OF PATRONAGE IN FEDERAL APPOINTMENTS.

CONTINUING INFLUENCE AND MODERN DEBATES

WHILE THE PENDLETON ACT AND SUBSEQUENT REFORMS HAVE LARGELY PROFESSIONALIZED THE FEDERAL CIVIL SERVICE, THE DEBATE OVER POLITICAL APPOINTMENTS VERSUS MERIT-BASED SYSTEMS CONTINUES, PARTICULARLY IN OTHER BRANCHES OF GOVERNMENT AND AT DIFFERENT LEVELS. THE CHARACTERISTICS OF THE SPOILS SYSTEM, IN ITS BROADER SENSE OF REWARDING LOYALTY AND USING APPOINTMENTS FOR POLITICAL LEVERAGE, REMAIN A TOPIC OF DISCUSSION AND CONCERN IN CONTEMPORARY AMERICAN POLITICS. UNDERSTANDING THE JACKSONIAN ORIGINS PROVIDES ESSENTIAL CONTEXT FOR THESE ONGOING DISCUSSIONS ABOUT HOW BEST TO STAFF GOVERNMENT FOR EFFECTIVE AND ACCOUNTABLE GOVERNANCE.

FAQ

Q: WHAT WERE THE PRIMARY MOTIVATIONS BEHIND ANDREW JACKSON'S IMPLEMENTATION OF THE SPOILS SYSTEM?

A: ANDREW JACKSON AND HIS SUPPORTERS BELIEVED THAT ROTATING GOVERNMENT OFFICEHOLDERS WOULD PREVENT THE ENTRENCHMENT OF AN ARISTOCRATIC ELITE, REDUCE CORRUPTION, AND ENSURE THAT GOVERNMENT SERVICE REMAINED RESPONSIVE TO THE WILL OF THE PEOPLE AND THE ELECTED ADMINISTRATION. THEY VIEWED IT AS A MEANS TO DEMOCRATIZE ACCESS TO GOVERNMENT POSITIONS AND INVIGORATE THE BUREAUCRACY.

Q: HOW DID THE JACKSONIAN SPOILS SYSTEM DIFFER FROM PREVIOUS APPROACHES TO GOVERNMENT APPOINTMENTS?

A: PRIOR ADMINISTRATIONS OFTEN FAVORED INDIVIDUALS WITH EXPERIENCE, EDUCATION, OR PERCEIVED MERIT. THE JACKSONIAN SPOILS SYSTEM, HOWEVER, SIGNIFICANTLY ELEVATED POLITICAL LOYALTY TO THE WINNING PARTY AS A PRIMARY CRITERION FOR APPOINTMENT, LEADING TO WIDESPREAD REPLACEMENT OF EXISTING OFFICEHOLDERS WITH PARTY LOYALISTS.

Q: WHAT ARE SOME OF THE KEY NEGATIVE CONSEQUENCES ASSOCIATED WITH THE CHARACTERISTICS OF THE SPOILS SYSTEM?

A: THE MOST SIGNIFICANT NEGATIVE CONSEQUENCES INCLUDED A DECLINE IN GOVERNMENT EFFICIENCY AND COMPETENCE DUE TO THE APPOINTMENT OF UNQUALIFIED INDIVIDUALS, THE RISE OF POWERFUL POLITICAL MACHINES THAT FOSTERED CORRUPTION, AND THE UNDERMINING OF A PROFESSIONAL CIVIL SERVICE BASED ON MERIT RATHER THAN POLITICAL AFFILIATION.

Q: WAS THE SPOILS SYSTEM EXCLUSIVELY A JACKSONIAN PHENOMENON?

A: WHILE ANDREW JACKSON'S PRESIDENCY IS MOST FAMOUSLY ASSOCIATED WITH THE WIDESPREAD IMPLEMENTATION AND JUSTIFICATION OF THE SPOILS SYSTEM, PATRONAGE AND THE REWARDING OF POLITICAL LOYALTY HAVE BEEN FEATURES OF AMERICAN POLITICS SINCE ITS INCEPTION. JACKSON, HOWEVER, INSTITUTIONALIZED AND PHILOSOPHICALLY DEFENDED IT ON A BROADER SCALE THAN MANY OF HIS PREDECESSORS.

Q: WHAT REFORM LED TO THE DECLINE OF THE JACKSONIAN SPOILS SYSTEM AT THE FEDERAL LEVEL?

A: THE PENDLETON CIVIL SERVICE REFORM ACT OF 1883 WAS THE LANDMARK LEGISLATION THAT SIGNIFICANTLY DISMANTLED THE SPOILS SYSTEM AT THE FEDERAL LEVEL. IT ESTABLISHED A MERIT-BASED SYSTEM FOR FEDERAL APPOINTMENTS, EMPHASIZING COMPETITIVE EXAMINATIONS AND PROFESSIONAL QUALIFICATIONS OVER POLITICAL LOYALTY.

Q: DID THE SPOILS SYSTEM HAVE ANY PERCEIVED BENEFITS THAT PROPONENTS ARGUED FOR?

A: YES, PROPONENTS ARGUED THAT THE SPOILS SYSTEM PROMOTED A MORE DEMOCRATIC GOVERNMENT BY OPENING POSITIONS TO MORE CITIZENS, PREVENTED THE FORMATION OF CORRUPT, ENTRENCHED BUREAUCRACIES, AND STIMULATED POLITICAL PARTICIPATION AND CITIZEN ENGAGEMENT BY OFFERING GOVERNMENT JOBS AS REWARDS FOR POLITICAL SERVICE.

Q: TO WHAT EXTENT DID THE CHARACTERISTICS OF THE SPOILS SYSTEM INFLUENCE STATE AND LOCAL GOVERNMENTS?

A: THE INFLUENCE OF THE SPOILS SYSTEM EXTENDED SIGNIFICANTLY TO STATE AND LOCAL GOVERNMENTS, WHERE PATRONAGE OFTEN REMAINED A POWERFUL FORCE IN APPOINTMENTS AND POLITICAL ORGANIZATION FOR MANY DECADES AFTER FEDERAL REFORMS BEGAN TO TAKE HOLD. THE DECENTRALIZATION OF POWER FACILITATED ITS PERSISTENCE AT THESE LEVELS.

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