

Brescia University College, Western University
Political Science 3339E Public Management
2016-17

Instructor: Dr. Paul Barker, Merici Wing, Room 212
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Classes: Mon. Wed 3:30-5:30 (Mon. 4:30-5:30) Room 203
Office Hours: Wed. 2:30-3:30 or by appointment

Description

A course directed at students wishing to work in government as public servants or pursue careers which requires a close understanding of the operation of government in Canada. Course considers the responsibilities of public servants and their relationships with elected officials, interest groups, competing governments, and other actors in the political process. Budgeting, decision-making procedures, and policy-making and evaluation are also examined.

Learning Objectives + Competencies

By the end of the course, students will be able to do the following:

- ✓ Critically examine the interactions of the public service with other players in the political process (critical thinking).
- ✓ Analyze the responsibilities of appointed officials as well as two of their most important activities – the analysis of public policy and the formulation of budgets (inquiry and analysis).
- ✓ Formulate responses to problems arising in a setting which rewards efficiency and political sensitivity (problem-solving).
- ✓ Identify the key documents central to the work of public servants by completing writing assignments that require knowledge of these documents (communication).

Evaluation

Assessment of DM (Oct. 19)	15%
Briefing Note to minister (Nov. 23)	10%
Memo to cabinet (Feb. 8)	15%
Test (exam period)	20%
Participation	10%
Exam (final exam period)	30%

More information on evaluation provided on p. 6 of this outline.

Materials

Readings and other materials available on course website

Weekly Outline

Week 1

September 14: Introduction (careers + MPA)

Week 2

September 21: Overview of the Political + Permanent Executive

Reading 1: David Johnson, *Thinking Government: Public Administration and Politics in Canada*, 3rd ed. (Toronto: University of Toronto Press, 2011), ch. 3.

Weeks 3-4

September 28, Oct. 5

Old + New World of Public Management

Reading 2: Donald Savoie, *Breaking the Bargain* (Toronto: University of Toronto Press, 2003), chs. 4-5

Reading 3: Peter Aucoin, "New Public Management and the New Public Governance: Finding the Balance," in D. Siegel & K. Rasmussen, eds., *Professionalism and Public Service* (University of Toronto Press, 2008).

Internal Operations of the Public Service

Week 5

October 12: Departments

Reading 4: Gordon Osbaldeston, 'Dear Minister,' *Policy Options*, 1988

Reading 5: Jacques Bourgault, "The Role of Deputy Ministers in Canadian Government," in C. Dunn ed., *Handbook of Public Administration in Canada*, 2nd ed., (Toronto: OUP, 2010)

Week 6

October 19: Departments (cont'd)

Reading 6: J. D. Love, *The Deputy Minister Day* (Toronto: IPAC, nd)

Week 7

October 26: Departments (cont'd)

Reading 7: Public Sector Writing, 'How to Write Briefing Notes,' 'How to Write Ministerial Correspondence,' 'How to Write Summaries,' 'How to Write Question Period Notes'

Week 8

Nov. 2: Central Agencies

Reading 8: David Johnson, *Thinking Government: Public Administration and Politics in Canada*, 3rd ed., pp. 179-187

Reading 9: Eddie Goldenberg, *The Way It Works: Inside Ottawa* (Toronto: McClelland-Stewart, 2006), ch. 5.

Week 9

November 9: Alternative Service Delivery

Reading 10: David Zussman, Alternative Service Delivery in Canada, in C. Dunn, *Handbook of Public Administration in Canada*, 2nd ed., 2010

Reading 11: Chandran Mylvaganam & Sanford Borins, 'If you build it ...': Business, Government, and Ontario's Electronic Toll Highway, 2004

Weeks 10-11

November 16, 23: Crown Corporations + VIA Rail (and LCBO)

Reading 12: Malcolm Bird, Where is VIA Going? in A. Maslove, ed., *How Ottawa Spends 2009-2010*, 2009

Reading 13: Library of Parliament, *VIA Rail Canada and the Future of Passenger Rail in Canada*, 2011

Reading 14: *Readings on LCBO*

Week 12

November 30: Regulatory Agencies

Reading 15: Paul Barker, *Public Administration in Canada: Brief Edition* (Toronto: Nelson, 2008), ch. 7.

Week 13

December 7: Alternative Service Delivery

Reading: Handout

Relations within Government

Weeks 14-15

Jan. 4, 11: Executive (Build perfect executive)

Reading 16: Government of Canada, *Accountable Government: A Guide for Ministers and Ministers of State, 2011*, Annex D, 2011

Reading 17: Donald Savoie, 'The Federal Government: Revisiting Court Government in Canada,' in L. Bernier et al., *Executive Styles in Government*, 2005

Reading 18: Christopher Dunn, "The Central Executive in Canadian Government," in C. Dunn, ed., *The Handbook of Canadian Public Administration*

Week 16

Jan. 18: Inter + Intradepartmental Relations

Reading 19: Paul Barker, *Public Administration in Canada, Brief Edition*, ch. 12

Reading 20: Herman Bakvis & Luc Julliet, *The Horizontal Challenge: Line Departments, Central Agencies and Leadership*, 2004

Reading 21: Douglas Hartle, *The Draft Memorandum to Cabinet* (Toronto: IPAC, 1993)

Week 17

Jan. 25: Legislature

Reading 22: Paul Barker, *Public Administration in Canada, Brief Edition*, ch. 13, 2008

Reading 23: Jonathan Malloy & Scott Millar, 'Why Ministerial Responsibility Can Still Work,' in G.B Doern, ed., *How Ottawa Spends 2007-2008*, 2007

Week 18

Feb. 1: The Courts

Reading 24: David Johnson, "Administrative Law"

Relations Outside of Government

Week 19

Feb. 8: Federalism

Reading 25: Richard Simeon, 'Federalism and Intergovernmental Relations,' in C. Dunn, *Handbook of Public Administration*, 2010

Reading 26: Gregory Inwood et al., 'Intergovernmental Officials in Canada,' in Meekison et al., *Canada: the State of the Federation*, 2003

Weeks 20-21

Feb. 15, Mar. 1:: Interest Groups & the Media

Reading 27: Paul Barker, *Public Administration in Canada, Brief Edition*, ch. 16 (254-63)

Reading 28: Lisa Young and Joanna Everitt, *Advocacy Groups* (Vancouver: U BC Press, 2003), chs. 6-7

Reading 29: David Good, *The Politics of Public Management* (Toronto: University of Toronto Press, 2003), chs. 1, 3

Activities of Public Servants

Weeks 22-23

Mar. 8, 15: Policy Analysis (Formulation + Evaluation)

Reading 30: Eugene Bardach, *A Practical Guide for Policy Analysis 4th ed.* (New York: Sage, 2012)

Reading 31: Michael Marlow and Alden Shiers, "Would Soda Taxes Really Yield Health Benefits?" *Regulation Fall 2010*

Reading 32: Edward Suchman, *Evaluative Research* (New York: Sage, 1967), ch. VI

Weeks 24-25

Mar. 22, 29: Budgeting

Reading 33: Auditor General of Canada, *An Overview of the Federal Government's Expenditure Management System*, 2006

Reading 34: David Good, 'Budgeting in Canada: Beyond Spenders and Guardians,' in C. Dunn, ed., *Handbook of Public Administration*, 2011

Week 26

Apr. 5 Course Review

Evaluation

Assessment of DM

This short writing assignment (1500 words or so) will involve an assessment of the performance of the deputy minister outlined in Reading 6. Reading 5 (and class discussion) provides the criteria used to assess the deputy minister's activity. As with all writing assignments, the following will be used to assess the student's work: good organization, competent writing, sound analysis, and the correct and comprehensive presentation of the facts. A late penalty of two percentage points per day (excluding Saturday and Sunday) applies to this assignment. This means a paper assigned a mark of 80 would be reduced to 78 if it were one day late.

Briefing Note

Another short assignment (1000 words) using the briefing note format employed in government (format provided in class). The note will provide the minister with the relevant information relating to privatizing of VIA Rail or the Liquor Control Board of Ontario. A late penalty of two percentage points per day (excluding Saturday and Sunday) also applies to this assignment.

Memorandum to Cabinet

A final writing assignment employing the template for the most important document in parliamentary government – namely the memorandum to cabinet. The memorandum will provide advice to the cabinet on pressing topic (topics to be circulated in class). And a late penalty of two percentage points per day (excluding Saturday and Sunday) applies to this assignment as well.

Participation Mark

The participation mark is based on two considerations: attendance in class as determined by the random taking of attendance (50% chance) and contribution to class discussion of course materials. A mark out of 10 will be given to both considerations and then summed up to produce a mark of 20 which in turn will be divided by two to get the final participation mark out of 10.

**2016-17 BRESCIA UNIVERSITY COLLEGE
ACADEMIC POLICIES AND REGULATIONS**

1. POLICY REGARDING MAKEUP EXAMS AND EXTENSIONS OF DEADLINES

When a student requests academic accommodation (e.g., extension of a deadline, a makeup exam) for work representing 10% or more of the student's overall grade in the course, it is the responsibility of the student to provide acceptable documentation to support a medical or compassionate claim. All such requests for academic accommodation **must** be made through an Academic Advisor and include supporting documentation. Academic accommodation for illness will be granted only if the documentation indicates that the onset, duration and severity of the illness are such that the student could not reasonably be expected to complete her academic responsibilities. Minor ailments typically treated by over-the-counter medications will not normally be accommodated. Documentation shall be submitted as soon as possible to the student's Academic Advisor indicating the period of illness and when the student should be able to resume academic responsibilities. Students must submit their documentation along with a request for relief specifying the nature of the accommodation being requested no later than two business days after the date specified for resuming responsibilities. Appropriate academic accommodation will be determined by the Dean's Office in consultation with the student's instructor(s). Please note that personal commitments (e.g., vacation flight bookings, work schedule) which conflict with a scheduled test, exam or course requirement are **not** grounds for academic accommodation.

A UWO Student Medical Certificate (SMC) is **required** if a student is seeking academic accommodation on medical grounds. This documentation should be obtained at the time of the initial consultation with the physician/nurse practitioner or walk-in clinic. A SMC can be downloaded from: <http://www.westerncalendar.uwo.ca/2016/pg117.html> The student must request documentation sufficient to demonstrate that her ability to meet academic responsibilities was seriously affected. Please note that under University Senate regulations documentation stating simply that the student "was seen for a medical reason" or "was ill" is **not** adequate to support a request for academic accommodation.

Whenever possible, requests for academic accommodation should be initiated in advance of due dates, examination dates, etc. Students must follow up with their professors and Academic Advisor in a timely manner.

The full policy on requesting accommodation due to illness can be viewed at:

http://www.uwo.ca/univsec/pdf/academic_policies/appeals/accommodation_illness.pdf

2. ACADEMIC CONCERNS

If you feel that you have a medical or personal problem that is interfering with your work, contact your instructor and Academic Advisor as soon as possible. Problems may then be documented and possible arrangements to assist you can be discussed at the time of occurrence rather than on a retroactive basis. Retroactive requests for academic accommodation on medical or compassionate grounds may not be considered.

If you think that you are too far behind to catch up or that your work load is not manageable, you should consult an Academic Advisor. If you consider reducing your workload by dropping one or more courses, this must be done by the appropriate deadlines (refer to the Registrar's website, www.registrar.uwo.ca, for official dates). You should consult with the course instructor and the Academic Advisor who can help you consider alternatives to dropping one or more courses. *Note that dropping a course may affect OSAP eligibility and/or Entrance Scholarship eligibility.*

The Dean may refuse permission to write the final examination in a course if the student has failed to maintain satisfactory academic standing throughout the year or for too frequent absence from the class or laboratory (<http://www.westerncalendar.uwo.ca/2016/pg130.html>)

3. ABSENCES

Short Absences: If you miss a class due to a minor illness or other problems, check your course outline for information regarding attendance requirements and make sure you are not missing a test or assignment. Cover any readings and arrange to borrow notes from a classmate. Contact the course instructor if you have any questions.

Extended Absences: If you have an extended absence, you should contact the course instructor and an Academic Advisor. Your course instructor and Academic Advisor can discuss ways for you to catch up on missed work and arrange academic accommodations, if appropriate.

4. POLICY ON CHEATING & ACADEMIC MISCONDUCT

Scholastic offences are taken seriously and students are directed to read the appropriate policy, specifically, the definition of what constitutes a Scholastic Offence, at the following Web site: <http://www.westerncalendar.uwo.ca/2016/pg113.html>

Students are responsible for understanding the nature of and avoiding the occurrence of plagiarism and other academic offences. Students are urged to read the section on Scholastic Offences in the Academic Calendar. Note that such offences include plagiarism, cheating on an examination, submitting false or fraudulent assignments or credentials, impersonating a candidate, or submitting for credit in any course without the knowledge and approval of the instructor to whom it is submitted, any academic work for which credit has previously been obtained or is being sought in another course in the University or elsewhere. Students are advised to consult the section on Academic Misconduct in the Western Academic Calendar.

If you are in doubt about whether what you are doing is inappropriate or not, consult your instructor, the Student Services Centre, or the Registrar. A claim that "you didn't know it was wrong" is not accepted as an excuse.

The penalties for a student guilty of a scholastic offence (including plagiarism) include refusal of a passing grade in the assignment, refusal of a passing grade in the course, suspension from the University, and expulsion from the University.

Plagiarism:

Students must write their essays and assignments in their own words. Whenever students take an idea or a passage from another author, they must acknowledge their debt both by using quotation marks where appropriate and by proper referencing such as footnotes or citations. Plagiarism is a major academic offence (see Scholastic Offence Policy in the Western Academic Calendar).

All required papers may be subject to submission for textual similarity review to the commercial plagiarism detection software under license to the University for the detection of plagiarism. All papers submitted for such checking will be included as source documents in the reference database for the purpose of detecting plagiarism of papers subsequently submitted to the system. Use of the service is subject to the licensing agreement, currently between The University of Western Ontario and Turnitin.com.

Computer-marked Tests/exams:

Computer-marked multiple-choice tests and/or exams may be subject to submission for similarity review by software that will check for unusual coincidences in answer patterns that may indicate cheating. Software currently in use to score computer-marked multiple-choice tests and exams performs a similarity review as part of standard exam analysis.

5. PROCEDURES FOR APPEALING ACADEMIC EVALUATIONS

All appeals of a grade must be directed first to the course instructor. If the student is not satisfied with the decision of the course instructor, a written appeal signed by the student must be sent to the Department Chair. If the response of the department is considered unsatisfactory to the student, she may then submit a signed, written appeal to the Office of the Dean. Only after receiving a final decision from the Dean may a student appeal to the Senate Review Board Academic. A Guide to Appeals is available from the Ombudsperson's Office, or you can consult an Academic Advisor. Students are advised to consult the section on Student Academic Appeals under Academic Rights and Responsibilities in the Western Academic Calendar (<http://www.westerncalendar.uwo.ca/2016/pg112.html>)

6. PREREQUISITES AND ANTIREQUISITES

Unless you have either the prerequisites for a course or written special permission from your Dean to enroll in it, you will be removed from the course and it will be deleted from your record. This decision may not be appealed. You will receive no adjustment to your fees in the event that you are dropped from a course for failing to have the necessary prerequisite(s).

Similarly, you will also be deleted from a class list if you have previously taken an antirequisite course unless this has the approval of the Dean. These decisions may not be appealed. You will receive no adjustment to your fees in the event that you are dropped from a course because you have taken an antirequisite course.

7. SUPPORT SERVICES

The Brescia University College Registrar's website, with a link to Academic Advisors, is at <http://brescia.uwo.ca/academics/registrar-services/> . The website for the Student Development Centre at Western is at <http://www.sdc.uwo.ca/> . Students who are in emotional/mental distress should refer to Mental Health @ Western http://uwo.ca/health/mental_wellbeing/ for information including a complete list of options about how to obtain help.

Portions of this document were taken from the Academic Calendar, the Handbook of Academic and Scholarship Policy and the Academic Handbook of Senate Regulations. This document is a summary of relevant regulations and does not supersede the academic policies and regulations of the Senate of the University of Western Ontario.