

**Brescia University College, Western University**  
**Political Science 3235F Government Management**  
**2019-2020**

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Classes: Thurs. 9:30-11:30 Room 135  
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### **Description**

A course for students who aspire to work in government in Canada as public servants and advisors or who seek careers in the private sector which require a close understanding of the operation of government. The emphasis is on the ability of public servants to carry out their responsibilities through the development of analytic skills and a keen awareness of the interests of participants in the policy process. The course also involves the completion of a project with *CityStudio* and the City of London that addresses a public policy issue at the local level. (*CityStudio* is an agency which coordinates the efforts of local governments, community members, and university faculty and students to undertake projects contributing to the well-being of urban centres.)

### **Learning Objectives**

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

- ✓ Demonstrate an understanding of the responsibilities and necessary capabilities of appointed officials
- ✓ Arrange for the successful carrying out of goals and initiatives through an appreciation of the position and beliefs of relevant actors
- ✓ Apply the rational approach to public policy-analysis in order to achieve the preferred course of action
- ✓ Appraise the ethical dilemmas that emerge when attempting to enhance the public good of any entity
- ✓ Employ communication skills as strategic devices for the purpose of persuading and motivating

### **Brescia Competencies**

The seven Competencies listed below are Brescia's institution-level learning outcomes. These are the qualities which Brescia seeks to develop and encourage in students. Course content, activities, and assignments assist students in developing the Competencies.

1. *Communication*: The ability to exchange information and meaning effectively across cultures, space and time through appropriate modes of communication. Includes oral, written, and interpersonal or group communicate, as well as the ability to use current or innovative media.

2. *Critical Thinking*: The ability to engage in thinking characterized by the rational, informed, independent, and open-minded exploration of issues, ideas, and events before accepting or formulating a conclusion.
3. *Inquiry and Analysis*: The ability to reach informed decisions by breaking down complex issues, exploring evidence, demonstrating information literacy, and describing relationships among persons, things, or events.
4. *Problem Solving*: The ability to create and execute a strategy to answer a question or achieve a goal. Includes being able to anticipate the consequence of a potential solution, select a strategy among several alternatives, and decide when an acceptable outcome has been reached.
5. *Self Awareness and Development*: The ability to draw meaning, knowledge and value from honest and fair reflection and self evaluation. Students are able to recognize their values and their impact on others and make a commitment to personal growth.
6. *Social Awareness and Engagement*: The ability to respect and be open to diversity (e.g. cultural, religious, political). Students take personal responsibility to actively engage in and contribute to creating positive change in local, regional, national, or global communities and societies.
7. *Valuing*: The ability to make decisions or choose actions based on the consistent application of moral principles and ethical codes. Students must also be able to understand the ideas informing one's beliefs and be accountable for their actions

## **Evaluation**

Briefing Note (February 13 <sup>th</sup> )	10%
Project Update (February 27 <sup>th</sup> )	10%
Class Participation	20%
Project Report (Apr. 3 <sup>rd</sup> )	30%
Final Exam (exam period)	30%

## **Materials**

Alex Marland and Jared Wesley, *The Public Servant's Guide to Government in Canada* and readings posted on owl.uwo.ca

## Weekly Outline

### Week 1

January 9 Introduction + *CityStudio* project

### Week 2

January 16 Class At *CityStudio*

### Week 3

January 23 Navigating the World of Government

Reading 1: A. Marland & J. Wesley, *The Public Servant's Guide to Government in Canada*, chs. 5-6

Reading 2: *Notes on Public Policy Analysis*

Reading 3: P. Constantinou, "Political Acuity and Staff-Council Relations," *Canadian Journal of Local Government* November 2017

### Week 4

January 30 The World of Government

Reading 4: Marland and Wesley, *The Public Servant's Guide to Government in Canada*, ch. 1

Reading 5: Readings on Games, Trolley Cars, the Bargain, Briefing Notes, and Other Items

Reading 6: C.R. Tindal et al. *Local Government in Canada*, 9<sup>th</sup> ed., 224-243

### Week 5

February 6 Departments and Other Government Agencies

Reading 7: D. Johnson, Public Administration, *Thinking Government: Public Administration and Politics in Canada*, 4<sup>th</sup> ed., 96-115

Reading 8: G. Osbaldeston, "Job Description for DMs," *Policy Options*

Reading 9: D. Hartle, *The Draft Memorandum to Cabinet* (Toronto: IPAC, 1993)

### Week 6

Reading 10: Public Sector Writing and Speaking (ministerial correspondence, Question Period notes, speeches/presentations, and memoranda to cabinet and other destinations)

## **Week 7**

February 27                      Progress Report on Projects

## **Week 8**

Mar. 5                      Central Agencies and Executive Decision-Making

Reading 11: P. Barker and T. Mau, *Public Administration in Canada*, ch. 9

Reading 12: E. Lindquist and K. Rasmussen, “Deputy Ministers and New Political Governance: From Neutral Competence to Promiscuous Partisans to a New Balance?” in Bakvis & Jarvis, *From New Public Management to New Political Governance*

Reading 13: C. Tindal et al., *Local Government in Canada*, 347-365; 375-381

## **Week 9**

Mar. 12                      Legislature

Reading 14: D. Savoie, *Whatever happened to the Music Teacher*, ch. 2 v. Ian Brodie, *At the Centre of Government: The Prime Minister and Limits on Political Power*, ch. 5

## **Week 10**

Mar. 19                      The Courts

Reading 15: D. Savoie, *Democracy in Canada: The Disintegration of our Institutions*, 306-18

Reading 16: Supreme Court of Canada case

## **Week 11**

Mar. 26                      The Media/Interest Groups

Reading 17: D. Savoie, *Democracy in Canada*, ch. 11

Reading 18: A. Marland, “Strategic Management of Media Relations: Communications Centralization and Spin in Government of Canada,” *Canadian Public Policy*, March 2017.

Reading 19: P. Barker and T. Mau, *Public Administration in Canada*, 233-240

Reading 20: C. Tindal et al., *Local Government in Canada*, 365-71.

## **Weeks 12**

Apr. 3                      Presentation of Projects

## **Evaluation**

### **Project**

Students working in groups will complete a project that examines the feasibility of recycling in the parks of London. Other municipalities have moved forward with this aspect of waste management, but perceived difficulties with collecting recyclable waste had led London to refrain from doing the same. The project will examine best practices found in other cities and put forward various possibilities for the adoption of recycling in London's parks. It will also endeavour to gauge the impact of relevant stakeholders on any proposals for recycling in London's parks. An update on progress with the project will be provided midway through the course and presentations of the completed project will be offered at the end of the course. Additional information on the project will be provided in class.

### **Briefing Note**

A short assignment (1250 words) using the briefing note format employed in government (format provided in class). Topics for the assignment will be made available in class.

### **Participation Mark**

The participation mark is based on two considerations: attendance in class as determined by the taking of attendance 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 final mark of 20.

## 2019-20 BRESCIA UNIVERSITY COLLEGE ACADEMIC POLICIES AND REGULATIONS

1. **POLICY REGARDING ACADEMIC ACCOMMODATION** The complete policy regarding Accommodation for Illness - Undergraduate Students can be found at [http://www.westerncalendar.uwo.ca/PolicyPages.cfm?Command=showCategory&PolicyCategoryID=1&SelectedCalendar=Live&ArchiveID=#Page\\_12](http://www.westerncalendar.uwo.ca/PolicyPages.cfm?Command=showCategory&PolicyCategoryID=1&SelectedCalendar=Live&ArchiveID=#Page_12).

Students who have long-term or chronic medical conditions which may impede their ability to complete academic responsibilities should seek Academic Accommodation through Student Accessibility Services ([http://www.westerncalendar.uwo.ca/PolicyPages.cfm?PolicyCategoryID=1&Command=showCategory&SelectedCalendar=Live&ArchiveID=#Page\\_10](http://www.westerncalendar.uwo.ca/PolicyPages.cfm?PolicyCategoryID=1&Command=showCategory&SelectedCalendar=Live&ArchiveID=#Page_10)).

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.

Students who experience an illness or extenuating circumstance sufficiently severe to temporarily render them unable to meet academic requirements may submit a request for academic consideration through the following routes:

1. Submitting a Self-Reported Absence form provided that the conditions for submission are met;
2. For medical absences, submitting a Student Medical Certificate (SMC) signed by a licensed medical or mental health practitioner;
3. For non-medical absences, submitting appropriate documentation (e.g., obituary, police report, accident report, court order, etc.) to their Academic Advisor. Students are encouraged to contact their Academic Advisor to clarify what documentation is acceptable.

### Requests for Academic Consideration Using the Self-Reported Absence Portal

Students who experience an unexpected illness or injury or an extenuating circumstance of 48 hours or less that is sufficiently severe to render them unable to meet academic requirements should self-declare using the online Self-Reported Absence portal. This option should be used in situations where the student expects to resume academic responsibilities within 48 hours. Note that the excused absence includes all courses and academic requirements within the up to 48 hours, it is not intended to provide an excused absence from a single course while students fulfill their academic responsibilities in other courses during that time.

The following conditions are in place for self-reporting of medical or extenuating circumstances:

1. Students will be allowed a maximum of two self-reported absences between September and April and one self-reported absence between May and August;
2. The duration of the absence will be for a maximum of 48 hours from the time the Self-Reported Absence form is completed through the online portal, or from 8:30 am the following morning if the form is submitted after 4:30 pm;
3. The excused absence will terminate prior to the end of the 48 hour period if the student undertakes significant academic responsibilities (writes a test, submits a paper) during that time;
4. Self-reported absences will not be allowed for scheduled final examinations; midterm examinations scheduled during the December examination period; or for final lab examinations scheduled during the final week of term;
5. Self-report absences may not be used for assessments worth more than 30% of any course;

6. Any absences in excess of 48 hours will require students to present a Student Medical Certificate (SMC), or appropriate documentation;

7. Students must communicate with their instructors no later than 24 hours after the end of the period covered by the Self-Reported Absence form to clarify how they will fulfil the academic expectations they may have missed during the absence.

#### Request for Academic Consideration for a Medical Absence

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 their academic responsibilities. Minor ailments typically treated by over-the-counter medications will not normally be accommodated.

The following conditions apply for students seeking academic accommodation on medical grounds:

1. Students must submit their Student Medical Certificate (SMC) 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. An SMC can be downloaded from

[http://www.uwo.ca/univsec/pdf/academic\\_policies/appeals/medicalform.pdf](http://www.uwo.ca/univsec/pdf/academic_policies/appeals/medicalform.pdf) ;

2. In cases where there might be an extended absence or serious issue, students should submit their documentation promptly and consult their Academic Advisor for advice during their recovery period;

3. Whenever possible, students who require academic accommodation should provide notification and documentation in advance of due dates, scheduled tests or examinations, and other academic requirements;

4. Students must communicate with their instructors no later than 24 hours after the end of the period covered by the SMC to clarify how they will fulfil the academic expectations they may have missed during the absence;

5. Appropriate academic accommodation will be determined by the Dean's Office/Academic Advisor in consultation with the course instructor(s). Academic accommodation may include extension of deadlines, waiver of attendance requirements, arranging Special Exams (make-ups), re-weighting course requirements, or granting late withdrawal without academic penalty. The full policy on requesting accommodation due to illness can be viewed at: [http://www.westerncalendar.uwo.ca/PolicyPages.cfm?Command=showCategory&PolicyCategoryID=1&SelectedCalendar=Live&ArchiveID=#Page\\_12](http://www.westerncalendar.uwo.ca/PolicyPages.cfm?Command=showCategory&PolicyCategoryID=1&SelectedCalendar=Live&ArchiveID=#Page_12)

## 2. ACADEMIC CONCERNS

If you feel that you have a medical or personal challenge 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 are not normally considered.

If you think that you are too far behind to catch up or that your work load is not manageable, you should consult your Academic Advisor. If you consider reducing your workload by dropping one or more courses, this must be

done by the appropriate deadlines; please refer to the Registrar's website, <http://brescia.uwo.ca/academics/registrar-services/> or the list of official sessional dates in the Academic Calendar (<http://www.westerncalendar.uwo.ca/SessionalDates.cfm?SelectedCalendar=Live&ArchiveID=>).

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.

### 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 and warranted.

It is important to note that the Academic 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/PolicyPages.cfm?Command=showCategory&PolicyCategoryID=5&SelectedCalendar=Live&ArchiveID=#SubHeading\\_68](http://www.westerncalendar.uwo.ca/PolicyPages.cfm?Command=showCategory&PolicyCategoryID=5&SelectedCalendar=Live&ArchiveID=#SubHeading_68) ).

### 4. SCHOLASTIC OFFENCES

Scholastic offences are taken seriously and students are directed to read the appropriate policy, specifically, the definition of what constitutes a Scholastic Offence at: [http://www.westerncalendar.uwo.ca/PolicyPages.cfm?Command=showCategory&PolicyCategoryID=1&SelectedCalendar=Live&ArchiveID=#Page\\_20](http://www.westerncalendar.uwo.ca/PolicyPages.cfm?Command=showCategory&PolicyCategoryID=1&SelectedCalendar=Live&ArchiveID=#Page_20).

Students are responsible for understanding the nature of and avoiding the occurrence of plagiarism and other academic offences. 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 Scholastic Discipline for Undergraduate Students in the Academic Calendar.

If you are in doubt about whether what you are doing is inappropriate or not, consult your instructor, the Academic Dean's Office, 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.

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 (<http://www.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 is to be sent to the School Chair. If the response of the Chair is considered unsatisfactory to the student, they may then submit a written appeal to the Office of the Dean. If the student is not satisfied with the decision of the Dean, they may appeal to the Senate Review Board Academic (SRBA), if there are sufficient grounds for the appeal and if the matter falls within the jurisdiction of the SRBA. For information on academic appeals consult your Academic Advisor or see the Student Academic Appeals – Undergraduate in the Academic Calendar

[http://www.westerncalendar.uwo.ca/PolicyPages.cfm?Command=showCategory&PolicyCategoryID=1&SelectedCalendar=Live&ArchiveID=#Page\\_14](http://www.westerncalendar.uwo.ca/PolicyPages.cfm?Command=showCategory&PolicyCategoryID=1&SelectedCalendar=Live&ArchiveID=#Page_14).

Note that final course marks are not official until the Academic Dean has reviewed and signed the final grade report for the course. If course marks deviate from acceptable and appropriate standards, the Academic Dean may require grades to be adjusted to align them with accepted grading practices.

### 6. PREREQUISITES

Unless you have either the prerequisites for a course or written special permission from the 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).

### 7. SUPPORT

#### Support Services

The Brescia University College Registrar's website, with a link to Academic Advisors, is at <http://brescia.uwo.ca/academics/registrar-services/>. Students can access supports through Brescia's Student Life Centre (<http://brescia.uwo.ca/life/student-life/>) and Learning Skills Services at Western (<https://www.uwo.ca/sdc/learning/>)

#### Mental Health and Wellness

Students may experience a range of issues that can cause barriers to your learning, such as increased anxiety, feeling overwhelmed, feeling down or lost, difficulty concentrating and/or lack of motivation. Services are available to assist you with addressing these and other concerns you may be experiencing. You can obtain information about how to obtain help for yourself or others through Mental Health & Wellness at Brescia (<http://brescia.uwo.ca/life/mental-health-wellness/>) and Health and Wellness at Western, [http://uwo.ca/health/mental\\_wellbeing/index.html](http://uwo.ca/health/mental_wellbeing/index.html).

#### Sexual Violence

All members of the Brescia University College community have a right to work and study in an environment that is free from any form of sexual violence. Brescia University College recognizes that the prevention of, and response to, Sexual Violence is of particular importance in the university environment. Sexual Violence is strictly prohibited and unacceptable and will not be tolerated. Brescia is committed to preventing Sexual Violence and creating a safe space for anyone in the Brescia community who has experienced Sexual Violence.

If you or someone you know has experienced any form of Sexual Violence, you may access resources at <http://brescia.uwo.ca/life/sexual-violence/>.

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