

▶▶ JSGS 801 (01, RG1) – Governance and Administration

	University of Saskatchewan Campus	University of Saskatchewan Campus
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Term:	Fall 2011	
Room:	Diefenbaker Building, room 137	
Date and Time:	Tuesdays 5:30 – 8:30 p.m.	

CALENDAR DESCRIPTION

This course analyzes governing institutions and the process of modern government within Canada as a means of enhancing a student's understanding of policy formulation and implementation. This course is intended to provide a basis for critically assessing political and administrative decision-making and policy outcomes.

COURSE CONTENT AND APPROACH

This course is divided into two parts. The first focuses on a series of well-known challenges faced by the institutions of policy making in Canada (with some additional comparative material) together with an assessment of the ability of the institutions to meet these challenges. The format will be one of sustained lectures followed by a question and discussion period. The second part of the course is devoted to a more detailed examination of contemporary public sector management. The institutional frame is still there but this part of the course is focused on a series of more recently identified challenges and opportunities, including the changing focus on government accountability, the desire to create more effective policies and programs, the changing relationships between governments and citizens, and new governing instruments. The format in this latter part of the course is one of short introductory comments by the instructor(s) followed by presentations and discussions. The final sessions will provide students with a chance to make group presentations that reflect on and integrate the material covered in the whole course.

REQUIRED READINGS

There is no textbook assigned for this course. Readings for individual classes are noted in the detailed course calendar issued separately. In the first part of the course we have sometimes divided the readings into "required" and "supplemental." However, since the instructors will be doing most of the talking in these early classes we expect you to do a significant amount of reading. In the second part of the course, where students are responsible for presentations, we are asking for fewer readings and have asterisked the ones that everyone should do, whether you are presenting or not.

All students who have not taken an introductory Canadian politics course have been strongly advised to attend the "short course" on Canadian politics and institutions offered during the first two weeks of the Fall term. For students who missed this course or require some additional background on public administration, Canadian politics, and government decision-making, there are a number of textbooks and other sources available. Please consult with one of us for specific recommendations.

Access to readings: Journal articles can be found online through the U of S Library e-journals.

EVALUATION

Book Review (1,000 words)	15%	Sept. 27 (Session 3)
Environmental Scan (1500 words)	15%	Oct. 18 (Session 6)
Presentation on readings	15%	As assigned
Participation	10%	Throughout
Policy Paper (2000 words)	30%	Nov. 22 (Session 11)
Group Presentation	15%	Dec. 6 (Session 13)

DESCRIPTION OF ASSIGNMENTS

Your **first writing assignment** is a book review. We have selected books that are contemporary assessments of the state of public administration and governance in Canada. None are on reserve, so it's first come, first served. Some of these volumes are "academic" in tone, others are "journalistic." Several are personal memoirs. Review them on their merits *paying attention to the insights they provide for governing and governance*.

Jeffrey Simpson, *The Spoils of Power: The Politics of Patronage*. Don Mills: JCS Publications, 1988.

Peter Russell, *Constitutional Odyssey: Can Canadians Become a Sovereign People?* 2nd ed. Toronto: University of Toronto Press, 1993

Ken Coates, *The Marshall Decision and Native Rights*. Montreal: McGill-Queens Press, 2000.

David Good, *The Politics of Public Money*. Toronto: University of Toronto Press, 2007.

Eddie Goldenberg, *The Way It Works: Inside Ottawa*. Toronto: McClelland and Stewart, 2007.

Alan Gotlieb, *Washington Diaries: 1981-1989*. Toronto: McClelland and Stewart, 2007.

Brian Mulroney, *Memoirs: 1939-1993*. Toronto: McClelland and Stewart, 2007.

Gordon Robertson, *Memoirs of a Very Civil Servant: Mackenzie King to Pierre Trudeau*. Toronto: University of Toronto Press, 2002.

Derek Burney, *Getting It Done: A Memoir*. Montreal: McGill-Queen's Press, 2005.

J.L. Granatstein, *The Ottawa Men: The Civil Service Mandarins, 1935-1957*. Toronto: Oxford University Press, 1982.

A.W. Johnson, *Dream no little dreams : a biography of the Douglas Government of Saskatchewan, 1944-1961*. Toronto: University of Toronto Press, 2004.

Donald Savoie, *Court Government and the Collapse of Accountability in Canada and the United Kingdom*. Toronto: University of Toronto Press, 2008

Donald Savoie, *Thatcher, Reagan, Mulroney: in search of a new bureaucracy*. Pittsburgh, University of Pittsburgh Press, 1984.

Your review should outline the main purposes of the book, discuss the methodology and theoretical perspectives (assuming the latter exist), and offer critical observations on shortcomings. Many academic journals contain sections for book reviews if you are looking for guidance, while some journals, like the *New York Review of Books* are dedicated entirely to the reviewing process. Try not to simply summarize the contents of the book. Situate it, as best you can, in the broader topic of governing and governance and provide both an analytic and a personal assessment.

Your **second writing assignment** is to conduct an environmental scan for a governance organization of your choice. This could be a government department, an international organization, or a non-governmental organization. An environmental scan is an attempt to identify what is going on in an organization's external environment that may pose challenges or offer opportunities in the future. Typically, a scan will identify trends, events and emerging issues that are likely to have an impact on the way an organization performs its functions and meets its goals. Although scans can be conducted in a variety of formats, you should follow the format in the guidelines laid out for the Saskatchewan Ministry of Finance

<http://www.finance.gov.sk.ca/PlanningAndReporting/EnvironmentalScanGuidelines.pdf> and present information for each of the five components of a scan identified in these guidelines. Each section should be about 300 words in length for a total of 1500 words. Remember, although the analysis and synopsis components begin to suggest possible solutions, a scan is largely a descriptive exercise.

Your **third writing assignment** is to prepare a policy paper of around 2000 words based on a problem identified in your environmental scan. While a policy paper is based on research, it is not an academic research paper. It is a focused piece of writing designed to frame an issue as a problem requiring the urgent attention of policy makers and to provide a policy recommendation from among the available alternatives. Again, while there are many ways of writing a policy paper, the paper generally includes a short statement of the problem and its context, the identification of alternative policy responses and a choice amongst the alternatives. The statement of the problem should make it clear why the problem is important (why should I care?) and the context should provide only the bare minimum of detail needed to support this claim for attention. The recommendation should be clearly justified as advancing a satisfactory solution to the problem. A policy paper provides the essential background on the basis of which a more formal policy analysis of the options could be conducted and from which shorter documents such as the briefing note or cabinet decision item can be prepared.

In the second part of the course, students will be required **to present, provide discussion questions and lead a discussion** of one of the articles assigned for a class. In the final two classes, students will be asked to reflect on the main themes of the course and the challenges of modern governance and administration and make **group presentations and lead discussion**.

Note: separate grade distributions will be compiled for each student with and without the grade for the group work presentation. The grade for the group work presentation will only be counted if it improves a student's overall final grade.

LATE ASSIGNMENTS

Late penalties will be in operation except for lateness caused by documented medical reasons. There are no exceptions.

Penalties:	1 day	5 percent
	2-4 days	15 percent
	5-7 days	25 percent

Assignments are not accepted after 7 late days except for documented medical reasons.

STUDENTS WITH SPECIAL NEEDS

Students in this course who, because of a disability, may have a need for accommodations are encouraged to come and discuss accommodations with the instructor, and to contact Disability Services for Students (DSS) at 966-7273.

ACADEMIC INTEGRITY AND CONDUCT

Understanding and following the principles of academic integrity and conduct as laid out in the University of Saskatchewan's Guidelines for Academic Conduct is vital to your success in graduate school (as attached; and available at http://www.usask.ca/university_council/reports/archives/guide_conduct.shtml). Ensuring that your work is your own and reflects both your own ideas and those of others incorporated in your work is important: ensuring that you acknowledge the ideas, words, and phrases of others that you use is a vital part of the scholarly endeavour. If you have any questions at all about academic integrity in general or about specific issues, contact any faculty member and we can discuss your questions.

COURSE CALENDAR

Session 1: Introduction to Governance and Administration (Sep 13, Rayner, Schmeiser)

Part One: The Framework Under Stress

Session 2: Who governs? The scope and limits of modern ministerial responsibility (Sep 20, Rayner)

Session 3: The Trouble with Central Agencies (Sep 27, Rayner)

Session 4: The Contemporary Public Service (Oct 4, Schmeiser)

Session 5: The New Federalism: International Obligations, Decentralization and Multilevel Governance (Oct 11, Rayner)

Session 6: Courts Make Policy: Democratic Dialogue or Dialogue of the Deaf? (Oct 18, Schmeiser)

Part Two: New Challenges and Opportunities

Session 7: “New” Governance: Steering or Drowning? (Oct 25, Rayner)

Session 8: Accountability: Transparency, Ethics and Financial Management (November 1, Guest)

Session 9: Governing in Networks (Nov. 8, Rayner)

Session 10: “Proximity”: Citizen Responsiveness and Democratic Engagement (Nov. 15, Rayner)

Session 11: Governance in the Digital Age: IT, e-government and e-governance (Nov 22, Rayner)

Session 12: Reflections and Conclusions: First Group Presentations (Nov 29)

Session 13: Reflections and Conclusions: Second Group Presentations (Dec 6)