

## PUBP 801: Governance and Administration

	University of Saskatchewan Campus
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<b>Office Hours:</b>	By appointment (both instructors)
<b>Office Locations:</b>	Diefenbaker Building, room 143 (Atkinson) College Building, room 134 (Schmeiser)
<b>Term:</b>	Fall 2009
<b>Class Location:</b>	Diefenbaker Building Theatre **Note: September 15 class in AGRIC 2D79
<b>Day and Time:</b>	Tuesdays from 4:30 to 7:30 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 the institutions of policy making in Canada. The format will be one of sustained lectures followed by a question and discussion period. The second part is devoted to contemporary challenges in public sector management. The institutional frame is still there, but this part of the course is focused on problems including the changing focus on government accountability, developing more effective policies and programs, the relationships between governments and citizens, and how governments provide services to their citizens. The format is one of short introductory comments by the instructor(s), followed by presentations and discussions. The final session will provide students a chance to make group presentation that reflect on and integrate the material covered

## READINGS AND BACKGROUND TEXTBOOKS

In the first part of the course, we have divided the readings into “required” and “supplemental.” Since the instructors will be doing most of the talking, at first at least, 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 marked with an asterisk the ones that everyone should read, whether you are presenting or not.

Some of these latter readings are taken from two books that have been used successfully in the past:

- Blakeney, Allan and Sanford Borins. 1998. *Political Management in Canada*. 2<sup>nd</sup> edition. Toronto, ON: University of Toronto Press.
- Dunn, Christopher (Editor). 2002. *The Handbook of Canadian Public Administration*. Don Mills, ON: Oxford University Press (referred to in outline as *The Handbook*)

**We are not requiring that you purchase these books. They are available in the graduate student room (Diefenbaker 159).**

For students who require some additional background on public administration, Canadian politics and structures, and government decision making, there are a number of textbooks and other pieces on government that are worth consulting.

We recommend the following sources in particular:

- MacIvor, Heather. 2008. *Parameters of Power: Canada's Political Institutions*. 5<sup>th</sup> ed. Thomson Nelson. Available in U of S Library: [JL 65 1995 P37](#)
- Kernaghan, Kenneth and David Siegel. 1999. *Public Administration in Canada*. 4<sup>th</sup> ed. Thomson Nelson. Available in U of S Library: [JL 108 K45 1999](#)
- Johnson, David. 2006. *Thinking Government: Public Sector Management in Canada*. 2<sup>nd</sup> ed. Broadview Press. Available in U of S Library: [JL 108 J64 2006](#)
- Forsey, [Senator] Eugene. 2005. *How Canadians Govern Themselves*. 6<sup>th</sup> Edition. Ottawa, ON: Library of Parliament.

## EVALUATION

Book Review (1,000 words)	15%	September 29 (Session 4)
Paper Proposal (~ 2 pages)	15%	October 13 (Session 6)
Presentation on readings	15%	Throughout, as assigned
Participation	10%	Throughout
Research paper (4,500 words)	35%	November 24 (Session 12)
Group work Presentation	10%	December 1 (Session 13)

## LATE ASSIGNMENTS

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

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

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

## STUDENTS WITH SPECIAL NEEDS

All students who have special needs are encouraged to register with Disability Services for Students (DSS). Access to most services and programs provided by DSS is restricted to students who have registered with the office. Once you have registered, please contact the professor to discuss accommodations.

## ACADEMIC INTEGRITY AND CONDUCT

Ensuring that you understand and follow 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. 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 your course instructor and to discuss your questions.

## Overview of Sessions

### Session 1: Introduction to Governance and Administration (September 8, Atkinson)

The art of governing takes place in an institutional environment that both constrains and liberates public policy. This course focuses on that institutional environment in Canada beginning with the country's evolving constitutional framework. It assesses the ways in which original institutional designs constrain key actors, namely politicians and bureaucrats, and the ways in which institutions have been changed to meet new challenges. Whether the resulting institutional mix is capable of satisfying contemporary requirements of democratic governance is an abiding normative concern. Can public sector managers draw strength from institutions or are they hobbled and compromised by a framework that cannot be adequately reformed to supply policy innovation, public responsiveness and accountability?

#### Required readings:

- Fredrickson, H. George. 2005. "Whatever Happened to Public Administration? Governance, Governance Everywhere." In Ewan Ferlie, Lawrence Lynn, and Christopher Pollitt eds., *The Oxford Handbook of Public Management*. Oxford University Press: New York, pp. 282-304. Book available in graduate student room (Diefenbaker 159)
- Stoker, Gerry. 1998. "Governance as Theory: 5 Propositions." *International Social Science Journal* 155: 17-28.
- Skogstad, Grace. 2003. "Who Governs? Who Should Govern? Political Authority and Legitimacy in Canada in the Twenty-First Century." *Canadian Journal of Political Science* 36: 955-973.

#### Supplementary readings:

- Blakeney and Borins. *Political Management* Chapters 1, 5-7.
- Roberts, Alastair. "Chapter 2: A Fragile State: Federal Public Administration in the Twentieth Century". In *The Handbook*.
- Sossin, Lorne. "Chapter 5: Democratic Administration." In *The Handbook*.

## Part One: Institutional Design

### **Session 2: Institutions: Designs and Paths (September 15, Atkinson)**

How important are political institutions for public policy? Some argue that public policy is driven by demographic, economic and technological change and that institutions are merely the rules and procedures through which these bigger social forces work. Others maintain that institutions are endogenous and critical for understanding why some systems succeed and others stumble. If the second perspective is correct to any degree, how does institutional influence work? Are there some institutions that are clearly superior to others? How would you know?

#### **Required readings:**

- March, James G. and Johann Olsen. 1984. “The New Institutionalism: Organizational Factors in Political Life,” *American Political Science Review* 78: 734-749.
- Hall, Peter and Rosemary Taylor. 1996. “Political Science and the Three New Institutionalisms,” *Political Studies* 56: 936-957.
- Pierson, Paul. 2004. *Politics in Time*. Princeton: Princeton University Press. Chapter 4 “The Limits of Institutional Design”, pp. 103-132. Available in course binder in graduate student room (Diefenbaker 159)
- Immergut, Ellen. 2006. “Institutional Constraints on Policy.” In *The Oxford Handbook of Public Policy*, eds. Michael Moran, Martin Rein and Robert Goodin. New York: Oxford University Press, pp. 557-71. Book available in graduate student room (Diefenbaker 159)

#### **Supplementary readings:**

- Goodin, Robert. 2000. “Institutional Gaming,” *Governance* 13: 523-533.
- Pierson, Paul. 2004. *Politics in Time*. Princeton: Princeton University Press. Chapter 5 “Institutional Development”, pp. 133-166. Available in course binder in graduate student room (Diefenbaker 159)
- Ackerman, Bruce. 2000. “The New Separation of Powers,” *Harvard Law Review* 113: 633-729.
- Pierson, Paul. 2000. “Increasing Returns, Path Dependence, and the Study of Politics,” *American Political Science Review* 94: 251-267.

### **Session 3: The Canadian Constitution: Parliamentary Government (Sept. 22, Atkinson)**

The animating principal of parliamentary government is the idea of a political executive drawn from and responsible to the legislative assembly. All of the advantages and shortcomings of parliamentary government are ultimately traceable to this principal. Critics of responsible government take aim at two features: first, the relatively inconsequential role assigned to elected Members of Parliament; and second, the ineffectual character of ministerial responsibility. Does the system work as it was originally designed to work? Is it a system that is adequate for the demands of contemporary governance?

#### **Required readings:**

- Atkinson, Michael and David Docherty. 2008. “Parliament and Political Success in Canada.” In *Canadian Politics in the 21<sup>st</sup> Century*, eds., Michael Whittington and Glen Williams, 3-27. Toronto: Nelson. Available in course binder in graduate student room (Diefenbaker 159)
- Smith, David. “Clarifying the Doctrine of Ministerial Responsibility as it Applies to the Government and Parliament of Canada,” *Commission of Inquiry into the Sponsorship Program and Advertising Activities Research Studies I*. 101-43.

- Malloy, Jonathan and Scott Millar, 2008. “Why Ministerial Responsibility Can Still Work.” In *How Ottawa Spends 2007-2008*, ed. G. B Doern, 105-122. Montreal and Kingston: McGill-Queen’s University Press. Available in course binder in graduate student room (Diefenbaker 159)

#### Supplementary readings:

- Sutherland, Sharon. 1991. [“Responsible Government and Ministerial Responsibility: Every Reform is its Own Problem.”](#) *Canadian Journal of Political Science* 24: 91-111.
- Aucoin, Peter, Jennifer Smith, and Geoff Dinsdale. 2004. [Responsible Government: Clarifying Essentials, Dispelling Myths and Exploring Change.](#) Ottawa: Canadian Centre for Management Development.

### Session 4: The Modern Government: Prime Ministers, Premiers, Cabinet Ministers, Senators and Senior Officials (September 29, Schmeiser)

The traditional fear of Cabinet domination of parliament has been overtaken in recent years by an even greater anxiety, namely that Cabinet itself has been eclipsed by the Prime Minister who, with a small cadre of senior officials and partisan advisors, now dominates all aspects of policy and administration. Equally, the power and appointment of Senate members has been the subject of much debate and consideration in recent times. Is the idea of “court government” a gross exaggeration? Is it an accurate description of the exercise of power but unproblematic? How has the topic of “Senate reform” been approached and perceived? Do the current government models “work”?

#### Required readings:

- Blakeney and Borins. *Political Management in Canada*. Chapters 2-4, 18.
- Dunn, Christopher. “Chapter 17: The Central Executive in Canadian Government: Searching for the Holy Grail.” In *The Handbook*.
- Johnson, David. 2006. *Thinking Government: Public Sector Management in Canada*. Peterborough, Ont.: Broadview Press, Ltd. Chapters 3 and 4. Available in course binder in graduate student room (Diefenbaker 159)
- Sancton, Andrew. “Chapter 14: Provincial and Local Public Administration” In *The Handbook*.
- Savoie, Donald. 2008. *Court Government and the Collapse of Accountability in the United Kingdom and Canada*. Toronto: University of Toronto Press. Chapters 1 and 13. Available in course binder in graduate student room (Diefenbaker 159)

#### Supplementary readings:

- Savoie, Donald. 1999. [Governing From the Centre.](#) Toronto: University of Toronto Press.
- White, Graham. 2006. *Cabinets and First Ministers*. Vancouver: UBC Press. Available in U of S Library: [JL97 .W55 2005](#)
- Bakvis, Herman. 2001. [“Prime Minister and Cabinet in Canada: An Autocracy in Need of Reform?”](#) *Journal of Canadian Studies* 35: 60-79.
- Bourgault, Jacques. “Chapter 23: The Role of Deputy Ministers.” In *The Handbook*.
- Rasmussen, Ken and Gregory P. Marchildon. 2005. [“Saskatchewan’s Executive Decision-Making Style: The Centrality of Planning.”](#) In *Executive Styles in Canada: Cabinet Structures and Leadership Practices in Canadian Government*, edited by Luc Bernier, Keith Brownsey and Michael Howlett, 184-207. Toronto, ON: University of Toronto Press.
- Weller, Patrick. 2003. [“Cabinet government: An elusive ideal.”](#) *Public Administration* 81: 701-722.

### Session 5: The Public Service Part I: Form and Function (October 6, Schmeiser)

The public service in Canada was created in the struggle between the local requirements of patronage and political mobilization and the national requirements of bureaucratization imposed by nation wide projects. Hiring and firing of senior government officials by incoming governments has raised questions about the “objectivity” and legitimacy of the public service. Since the early 20<sup>th</sup> century the public service has undergone a number of transformations and followed a number of “models” - new entities have been created to improve, program delivery, policy formation, and horizontal coordination. Is the current public service organized to meet the governance challenges of the 21<sup>st</sup> century?

#### Required readings:

- Blakeney and Borins. *Political Management in Canada*. Chapters 8, 9 and 12.
- Lindquist, Evert. 2006. *A Critical Moment: Capturing and Conveying the Evolution of the Canadian Public Service*. Ottawa, ON: Canada School of Public Service.
- Thomas, Paul G. “Chapter 18: Parliament and the Public Service.” In *The Handbook*.

#### Supplementary readings:

- Aucoin, Peter. 1995. *The New Public Management: Canada in Comparative Perspective*. Montreal: IRPP.
- McMullen, Kathryn. “Chapter 26: Restructuring Government: Human resource Issues at the Workplace Level.” In *The Handbook*.
- Whitaker, Reg. 1987. “Between Patronage and Bureaucracy: Democratic Politics in Transition,” *Journal of Canadian Studies* 22: 55-71. Available in course binder in graduate student room (Diefenbaker 159)
- Public Policy Forum. 2007. *A Vital National Institution? What a Cross-Section of Canadians Think about the Prospects for Canada’s Public Service in the 21<sup>st</sup> Century*. Ottawa, ON: Public Policy Forum.

#### Session 6: The Judiciary, Rule of Law and Self-Governance (October 13, Schmeiser)

The judiciary’s role in governance is contested in many quarters, if only because the judiciary itself is able to influence that role. Is the constitutional value of the rule of law sufficient justification for the principle of judicial review? How much judicial independence is consistent with democratic norms? And what of self-governing law societies, still intact in Canada, but significantly challenged and modified in many parts of the world. Do these models serve the best interest of the public?

#### Required readings:

- Baar, Carl. “Chapter 19: Judicial Administration.” In *The Handbook*.
- Barker, Paul. 2008. *Public Administration in Canada, Brief Edition*. Toronto: Nelson. Chapter 14: The Judiciary and the Bureaucracy. Available in course binder in graduate student room (Diefenbaker 159)
- Blake, Sara. “Chapter 25: An Introduction to Administrative Law in Canada.” In *The Handbook*.
- Hogg, Peter W. and Cara F. Zwibel. 2005. “The Rule of Law in the Supreme Court of Canada,” *University of Toronto Law Journal* 55: 715-33.
- McCormick, Peter. 2004. “New Questions about an Old Concept: The Supreme Court of Canada's Judicial Independence Decisions,” *Canadian Journal of Political Science* 37: 839-862.

### Supplementary readings:

- McLachlin, Beverly. 2001. [“Courts, Legislatures and Executives in the Post-Charter Era”](#). In *Judicial Power and Canadian Democracy*, ed. Paul Howe and Peter Russell, 63-72. Toronto: University of Toronto Press.
- Knopff, Rainer. 2001. [“Courts Don’t Make Good Compromises”](#). In *Judicial Power and Canadian Democracy*, ed. Paul Howe and Peter Russell, 87-93. Toronto: University of Toronto Press.
- Morton, F.L. 2001. [“Dialogue or Monologue?”](#) In *Judicial Power and Canadian Democracy*, ed. Paul Howe and Peter Russell, 111-117. Toronto: University of Toronto Press.
- Russell, Peter H. 2001. [“Reform’s Judicial Agenda”](#). In *Judicial Power and Canadian Democracy*, ed. Paul Howe and Peter Russell, 118-122. Toronto: University of Toronto Press.

### Session 7: The Canadian Constitution: Federalism, Intergovernmental Administration, and Multi-level Governance (October 20, Atkinson)

Modern governance is, and some say should be, dispersed across multiple authorities. But how should multi-level governance be organized, how large should jurisdictions be, and what responsibilities should be assigned where? In Canada where provinces are now joined by municipalities and Aboriginal jurisdictions these are vital questions. Are there systematic answers? Rules of thumb?

Federalism as a form of multi-level governance makes a number of promises. It promises to protect local minorities assembled in sub-national units, to enhance democracy by allowing greater local autonomy, and to allow for policy innovation. Has federalism in Canada delivered on these promises? Is it evolving institutionally toward a more or a less legitimate way of governing?

### Required readings:

- Blakeney and Borins. *Political Management in Canada*. Chapter 13.
- Simeon, Richard. “Chapter 12: Federalism and Intergovernmental Relations.” In *The Handbook*.
- Montpetit, Eric. 2006. “Declining Legitimacy and Canadian Federalism: An Examination of Policymaking in Agriculture and Biomedicine.” In *Continuity and Change in Canadian Politics: Essays in Honour of David Smith*, ed. Hans J. Michelmann and Cristine De Clercy, 89-116. Toronto: University of Toronto Press. Available in course binder in graduate student room (Diefenbaker 159)
- Cameron, David and Richard Simeon. 2002. [“Intergovernmental Relations in Canada: The Emergence of Collaborative Federalism.”](#) *Publius: The Journal of Federalism* 32: 49-71.
- Hooge, Liesbet and Gary Marks. 2003. [“Unravelling the Central State, but How? Types of Multi-level Governance”](#) *American Political Science Review* 97: 233-243.
- Dacks, Gurston. 2004. [“Implementing First Nations Self-Government in Yukon: Lessons for Canada.”](#) *Canadian Journal of Political Science* 37: 671-694.

### Supplementary readings:

- Scharpf, Fritz. 1988. [“The Joint Decision Trap: Lessons from German Federalism and European Integration,”](#) *Public Administration* 66: 239-278.
- Pierson, Paul. 1995. [“Fragmented Welfare States: Federal Institutions and the Development of Social Policy,”](#) *Governance* 8: 449-478.
- Stepan, Albert. 1999. [“Federalism and Democracy: Beyond the U.S. Model,”](#) *Journal of Democracy* 10: 19-34.

- Lenihan, Donald G., Tim Barber, Graham Fox, and John Milloy. 2007. “Canadian Federalism: Adapting Constitutional Roles and Responsibilities in the 21<sup>st</sup> Century.” *Policy Options* April: 89-95.
- Evans, Mitchell B. and John Shields. “Chapter 8: The Third Sector: Neo-Liberal Restructuring, Governance, and the Remaking of State-Civil Society Relationships.” In *The Handbook*.
- Sancton, Andrew. “Chapter 14: Provincial and Local Public Administration.” In *The Handbook*.
- LeSage, Edward and Joseph Garcea. 2005. “Reflections on Municipal Reform: Reconfiguration or Reinvention?” In *Municipal Reform in Canada: Reconfiguration, Re-Empowerment, and Rebalancing*, ed. Joseph Garcea and Edward C. LeSage Jr., 289-341. Don Mills, ON: Oxford University Press. Available in course binder in graduate student room (Diefenbaker 159)
- Simpson, Larry. 2004. “An Inuit Way of Knowing and the Making of Nunavut.” *Policy Options* August: 9-12.
- Public Policy Forum. 2008. Collaborative Governance and Changing Federal Roles: A PPF and PRI Joint Roundtable Outcomes Report. Ottawa, ON: Public Policy Forum, Matthew Gravelle, Katherine Baird & Ian Green, 05/05/2008.

### Governance Challenges

#### **Session 8: Service Provision: Procurement and Contracting Out (October 27, Atkinson)**

Traditional approaches to service provision have stressed the binary character of state’s choices: either provide the service “in-house” or use the market. It is now clear that these are not the only choices. Collaborations among public sector agencies have changed the landscape as have the emergence of public-private partnerships. These test both the coordinative capacities of governments and their ability to create collaborative advantage. What are the institutional obstacles to creative procurement policies? Can they be overcome?

- \*Zussman, David. “Chapter 4: Alternative Service Delivery.” In *The Handbook*.
- Boviard, Tony. 2006. “Developing New Forms of Partnership with the ‘Market’ in the Procurement of Public Services.” *Public Administration* 84: 81-102.
- Phillips, Susan and Karine Levasseur. 2004. “The Snakes and Ladders of Accountability: Contradictions between Contracting and Collaboration for Canada’s Voluntary Sector.” *Canadian Public Administration* 44: 451-474.
- Allen, Barbara. 2006. “How Ottawa Buys: Procurement Policy and Politics Beyond Gomery.” In *How Ottawa Spends 2006-07*, ed. G. Bruce Doern, 95-115. Kingston and Montreal: Mc-Gill-Queen’s University Press. Available in course binder in graduate student room (Diefenbaker 159)
- Stefaniuk, Lorna. 2007. Outsourcing and transborder data flows: the challenge of protecting personal information under the shadow of the USA Patriot Act. *International Review of Administrative Sciences* 73: 531-548.
- Vining, A. R. and A. E. Boardman. 2008. Public-private partnerships in Canada: Theory and evidence. *Canadian Public Administration* 51: 9-44.

## Session 9: Policy and Program Development (November 3, Schmeiser)

Governments have different means of achieving their objectives. These different means have been referred to as “governing instruments,” “policy instruments,” and “policy tools.” One might imagine that different instruments suit different goals, but there is no settled theory about how instruments are chosen. It is clear, however, that instrument choice has consequences for the effectiveness of policy and programs and processes like “program review” can have serious impacts on the everyday lives of citizens. Are there biases in instrument choice that might get in the way of efficiency and responsiveness? Are we overusing some instruments and underusing others?

- \*Blakeney and Borins. *Political Management in Canada*. Chapters 10-11.
- Howlett, Michael. “Chapter 10: Policy Development.” In *The Handbook*.
- Tardi, Gregory. “Chapter 16: Departments and Other Institutions of Government.” In *The Handbook*.
- Wiseman, Nelson and David Whorley. “Chapter 20: Lessons on the Centrality of Politics from Canadian Crown Enterprise.” In *The Handbook*.
- Hood, Christopher. 2004. “Tools of Government in the Information Age.” In *Oxford Handbook of Public Policy*, ed. Michael Moran, Martin Rein, and Robert E. Goodin, 469-481. Toronto, ON: Oxford University Press. Available in course binder in graduate student room (Diefenbaker 159)
- Trebilcock, Michael J. 2005. “The Choice of Governing Instrument: A Retrospective.” In *Designing Government: From Instruments to Governance*, ed. Pearl Eliadis, Margaret M. Hill, and Michael Howlett, 51-73. Montreal, QU and Kingston, ON: McGill-Queen’s University Press.
- Trebilcock, Michael and Douglas G. Hartle. 1982. “The Choice of Governing Instrument,” *International Review of Law and Economics* 2: 29-46.

## Session 10: Citizen Responsiveness (November 10, Atkinson)

Citizens want the state to respond to their needs without having to provide excessive instructions. Learning what those needs are is a new challenge; not all institutions of government are designed to monitor and react to changing public demands. Is public disenchantment with government a product of institutional deficiencies regarding responsiveness, or does the public have excessive and unrealistic expectations? Is e-government a realistic possibility and would it be welcome if it were?

- \*Blakeney and Borins. *Political Management in Canada*. Chapters 15-17.
- Salter, Liora. 2007. “The Public of Public Inquiries.” In *Policy Analysis in Canada: The State of the Art*, eds. Laurent Dobuzinskis, Michael Howlett and David Laycock, pp. 291-314. Toronto: University of Toronto Press. Available in course binder in graduate student room (Diefenbaker 159)
- Fung, Archon. 2006. “Varieties of Participation in Complex Governance” *Public Administration Review* 66: 66-75.
- Soroka, Stuart N and Christopher Wlezien. 2004. “Opinion Representation and Policy Feedback: Canada in Comparative Perspective.” *Canadian Journal of Political Science* 37: 505-529.
- Snellen, Ignace. 2005. “E-Government: A Challenge for Public Administration.” In *The Oxford Handbook of Public Management*, eds. Ewan Ferlie, Laurence Lynn and Christopher Pollitts, 398-421. Oxford: New York. Book available in graduate student room (Diefenbaker 159)
- Borins, Sandford. “Chapter 24: Information Technology in the Public Sector.” In *The Handbook*.
- McNutt, Kathleen and Meaghan Carey. 2008. Canadian Digital Government. The Saskatchewan Institute of Public Policy Public Policy Paper 57. Regina, SK: SIPP.

## Session 11: Accountability: Transparency, Ethics and Financial Management (November 17, Schmeiser)

Canadians want their tax money to be spent appropriately (financial probity), their interests served by conscientious public servants (ethics), and the affairs of government conducted in an open manner (transparency). Is this too much to ask? Those who want to protect whistle-blowers, permit access to information and strengthen audit capacities answer strongly in the negative. On the other hand, have we, in pursuing these goals gone overboard, misunderstood what can actually be achieved, and put at risk other things that we value such as efficiency, privacy, and innovation? Have mechanisms like the Federal Lobbyist Act created too many challenges for government and/or the public?

- \*Savoie, Donald J. 2004. ["Searching for Accountability in a Government without Boundaries."](#) *Canadian Public Administration* 37: 1-26.
- Barker, Paul. 2008. *Public Administration in Canada, Brief Edition*. Toronto: Nelson. Chapter 10: Responsibility, Accountability, and Ethics and Chapter 20: Management of Financial Resources. Available in course binder in graduate student room (Diefenbaker 159)
- Johnson, David. 2006. *Thinking Government: Public Sector Management in Canada*. Peterborough, Ont.: Broadview Press, Ltd. Chapter 6: Public Sector Financial management and Chapter 11: Public Sector Accountability: Responsibility, Responsiveness, and Ethics. Available in course binder in graduate student room (Diefenbaker 159)
- Juillet, Luc and Gilles Paquet. 2002. "The Neurotic State." In *How Ottawa Spends 2002-03*, ed. G. B. Doern, 69-87. Toronto: Oxford University Press. Available in course binder in graduate student room (Diefenbaker 159)
- Thompson, Dennis. 1992. ["Paradoxes of Government Ethics,"](#) *Public Administration Review* 52: 254-59.
- Maltez, Donald J. and Jerry Herbel. 2000. ["Beyond Idealism: Democracy and Ethics Reform,"](#) *American Review of Public Administration* 30: 19-45.
- Saint-Martin, Denis. 2004. ["Managerialist Advocate or 'Control-Freak'? The Janus-faced Office of the Auditor-General."](#) *Canadian Public Administration* 47: 121-140.
- Benoit, Liane E. and C.E.S. Franks. 2005. ["For the Want of a Nail: The Role of Internal Audit in the Sponsorship Scandal,"](#) *Commission of Inquiry into the Sponsorship Program and Advertising Activities* Research Studies V. 2: 233-303.
- Langford, John W. 2004. ["Acting on Values: An Ethical Dead End for Public Servants,"](#) *Canadian Public Administration* 47: 429-450.
- Rowat, Donald. 2004. ["Canada Needs a Law and an Independent Commissioner to Protect Whistleblowers."](#) *Policy Options* October: 60-63.
- Dobell, Peter and Martin Ulrich. 2006. ["Parliament and Financial Accountability"](#) *Commission of Inquiry into the Sponsorship Program and Advertising Activities* Research Studies V. 1: 23-61.
- Malloy, Jonathan. 2006. ["The Standing Committee on Public Accounts,"](#) *Commission of Inquiry into the Sponsorship Program and Advertising Activities* Research Studies V.1

## Session 12: The Public Service Part II: Renewal, Merit, Neutrality and Competence (November 24, Schmeiser)

The independence and competence of the public service is a major boon to program development and implementation. But for many years critics of the public sector have argued that it has displayed too much independence and not enough competence. A series of managerial reforms have been introduced, most recently in the realm of human resources. These have been accompanied by periodic efforts to staff the public sector in ways that ensure it is responsive to political agendas. Are these changes legitimate efforts to create a more democratically accountable public service, or do they “break the bargain” and unnecessarily politicize governance?

- \*Zussman, David R. 2008. *The New Governing Balance: Politicians and Public Servants in Canada*. The Tansley Lecture March 13.
- Wake Carroll, Barbara and David I. Dewar. “Chapter 22: Performance Management: Panacea or Fools’ Gold?” In *The Handbook*.
- Malloy, Jonathan. “The Next Generation? Recruitment and Renewal in the Public Service.” In *How Ottawa Spends, 2004-05*, ed. G. Bruce Doern, 277-295. Kingston and Montreal: Mc-Gill-Queen’s University Press.
- Perry, James, Debra Mesch, and Lorrie Paarlberg. 2006. “Motivating Employees in a New Governance Era: The Performance Paradigm Revisited”. *Public Administration Review* 505-514.
- Public Policy Forum. 2008. *Canada’s Public Service in the 21<sup>st</sup> Century. Destination: Excellence*. Ottawa, ON: Public Policy Forum.
- *2009-10 Public Service Renewal Action Plan*.
- Lynch, Kevin G. 2009. *Sixteenth Annual Report to the Prime Minister on the Public Service of Canada*. For the year ending March 31, 2009. Ottawa, ON: Government of Canada.
- Mulgan, Geoff. 2008. *Taking Public Sector Innovation Seriously*. The Manion Lecture (Canada School of Public Service), May.

## Session 13: Future Models of Governance: The View From Here (December 1, Atkinson/Schmeiser)

Over the course of the term, we’ve considered a variety of themes and models relating to governance and public administration. Do our governing models work? Are we doing better or worse than our international counterparts? Through a review and consideration of the multiple issues addressed during the course, groups will respond to questions raised in Session 1 and present their conclusions on the ideal components to support sound institutional governance.