

JSGS 801 GOVERNANCE AND ADMINISTRATION

Fall 2021	University of Regina
Instructor:	Justin Longo , Associate Professor and Director, Digital Governance Lab
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Office Hours:	Tuesdays @ 7:30 pm or direct message me on Slack, email, or text to request a time
Office Location:	JSGS College Avenue Campus, CB 332.6
Classroom:	JSGS College Avenue Campus, CB 330
Dates and Time:	Tuesdays (Sep. 7, 14, 28; Oct. 5, 19, 26; Nov. 2, 16, 23, 30), 5:30 - 7:15 pm
Communications:	Google Drive folder Slack Group
Teaching Assistant:	Steven Wyatt

OFFICIAL CALENDAR DESCRIPTION: Analyzes governing institutions and the process of modern government as a means of enhancing student understanding of policy formulation and implementation. Intended to provide a basis for critically assessing political and administrative decision-making and policy outcomes.

COURSE CONTENT AND APPROACH

What do you need to know to be an effective and responsible public servant in Canada? This course reviews the principles and practices of the institutions of policymaking and public-service delivery in Canada. It also examines contemporary public-sector management, especially its stresses and challenges, and the role that public servants can play in meeting these challenges, including the changing focus on government accountability, the desire to create more effective service delivery and better functioning programs, and the increasing use of new governing instruments. Classes will include discussion of the readings, case studies, and current events.

LEARNING OBJECTIVES

Following successful completion of this course, students should be able to:

- Demonstrate critical and analytical thought about issues central to governance and public management;
- Critically communicate meaningful research and knowledge about democratic institutions and public management;
- Characterize the multiple institutional roles that are necessary for democratic societies to function effectively;
- Apply the key concepts and principles of modern governance and administration, focusing particularly on the philosophical, ethical and constitutional issues associated with function of public managers in a democratic context; and
- Reflect and demonstrate growth in your core competencies of Politics and Democracy.

Canadians are an ambivalent lot: One minute they're peacekeepers, next minute they punch the hell out each other on the ice rink. ~ Ken Wiwa (former Special Assistant to the President of Nigeria on issues related to Peace, Conflict Resolution, and Reconciliation). Globe and Mail, 7 January 2003.

COURSE-AT-A-GLANCE

Week	Start Date	Topics
0	Aug. 31	Syllabus Review (online class)
1	Sep. 7	Introduction
2	Sep. 14	Governance and Administration
3	Sep. 28	Federalism
4	Oct. 5	The Judiciary
5	Oct. 19	Indigenous Governance
6	Oct. 26	Bureaucracy
7	Nov. 2	Reforms
8	Nov. 16	Open Governance
9	Nov. 23	Complexity and Networks
10	Nov. 30	Good Governance (+ Responsible Public Service)

DUE DATE SCHEDULE

Item	Value	Due
Web Safari 1	1%	1pm Sep. 7
Web Safari 2	1%	1pm Sep. 14
Web Safari 3	1%	1pm Sep. 28
Web Safari 4	1%	1pm Oct. 5
Web Safari 5	1%	1pm Oct. 19
Web Safari 6	1%	1pm Oct. 26
Web Safari 7	1%	1pm Nov. 2
Web Safari 8	1%	1pm Nov. 16
Web Safari 9	1%	1pm Nov. 23
Web Safari 10	1%	1pm Nov. 30
Week 1 Lab	5%	1pm Sep. 7
Week 2 Lab	5%	1pm Sep. 14
Week 3 Lab	5%	1pm Sep. 28
Week 4 Lab	5%	1pm Oct. 5
Week 5 Lab	5%	1pm Oct. 19
Week 6 Lab	5%	1pm Oct. 26
Week 7 Lab	5%	1pm Nov. 2
Week 8 Lab	5%	1pm Nov. 16
Week 9 Lab	5%	1pm Nov. 23
Week 10 Lab	5%	1pm Nov. 30
Assignment 1	20%	1pm Oct. 12
Assignment 2	20%	1pm Dec. 7

COURSE WEEKS

Week 0 — Syllabus Review (online class)

This one-hour online meeting will clarify the objectives of the course, review the syllabus, and set our mutual expectations.

Week 1 — Introduction

In this introductory class, we will define some basic governmental concepts. This class will consider the meaning of governance and of 'public' administration and what makes it special. It will then consider the foundations of the Westminster system of government and its specifically Canadian features.

Week 2 — Governance and Administration

In this class students will learn about the power at the center of Westminster parliamentary government. The role of the Prime Minister, the Prime Minister's Office, the Clerk of the Privy Council, and the Privy Council Office will all be examined. We will consider the extent to which power has shifted to these agencies from Parliament and the cabinet, examining the tensions associated with the Westminster system's central feature of a political executive drawn from and responsible to the legislative assembly. In considering the function of cabinet committees, we will examine collective and individual ministerial responsibility to Parliament. Are the mechanisms of responsible government and ministerial responsibility able to hold the government of the day to account?

Week 3 — Federalism

This class deals with the nature of a federal system in which there is a constitutionally based division of powers between a central governing authority and various sub-national jurisdictions. This topic examines the rationale for the Canadian federal system, its historical underpinnings and the various institutional arrangements that have emerged under the federal system. In addition, it explores the governance implications of federalism and roles and responsibilities of both the central authority and the sub-national jurisdictions.

Week 4 — The Judiciary

This class examines the role of legal institutions (such as courts and tribunals) in policymaking and administration. It studies the relationship between the judiciary and other branches of government, the impact of the Supreme Court on public policy, and considers the extent to which judicial review constrains the actions of the democratically elected elements of government and the public service. We will consider the degree to which law constrains and empowers policymaking, when and how specific rules should be set, how much discretion government has to make case-by-case decisions and how such discretion can be controlled.

Week 5 — Indigenous Governance

This topic explores treaty federalism and the legal rights and institutions that have developed for and by First Nations, Inuit, and Metis people. Indigenous groups' unique history with particular regions and their interactions with non-indigenous peoples have given rise to these rights and institutions. This topic explores the differing views held by indigenous peoples and the states in which they reside, on the types of rights held and how they play out in specific scenarios. It examines legal decisions made by courts that have shaped the nature and power of indigenous rights and institutions.

Week 6 — Bureaucracy

We will consider the characteristics of the Weberian or Whitehall model of the public service. We will then focus on the ways in which a public service functions within a democratic context. One of the classic dilemmas that all democratic societies face is ensuring that the civil service does not become too powerful but yet remains powerful enough to implement public policies approved by elected governments. Such fundamental norms governing public administration as composition, efficiency, accountability, and transparency will be considered.

Week 7 — Reforms

This class will consider some reforms, and some alternate models, to the dominant Weberian model of civil service organization. This will permit us to explore theories that describe and define the appropriate role of the public service. This class will also deal with alternative ways of delivering services that are normally thought of as intrinsically public. This includes the relationships between public and private philanthropic organizations as well as public-private partnerships (P3s). Can these relationships be cost effective, accountable and beneficial to both the government and the private organization?

Week 8 — Open Governance

Open government is premised on the ideas of transparency, participation, and collaboration as the basis for producing legitimate governance. With the failure of traditional institutions to solve today's complex public policy challenges, people are wanting to know more about these problems and be involved in solving them. This tension between top-down, closed government to decentralized, open governance is a central political and social feature of the 21st century.

Week 9 — Complexity and Networks

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Week 10 — Good Governance (+ Responsible Public Service)

What are the key features that define an effective public servant?

EVALUATION

Web Safari (10 @ 1%)	10%
Weekly Labs (10 @ 5%)	50%
Assignment 1	20%
Assignment 2	20%

Web Safari (10 * 1%): We are going to collectively build a repository of news stories, articles, videos, blog posts, and other web-accessible resources related to the course themes and content. You can contribute 10 unique posts related to the 10 weekly themes (1% each - half the mark is for the post; half for the discussion in class). Instructions and a link to the form for posting are available in the notes for each week (scroll down to “Web Safari” at the bottom of the weekly course notes). Due at 1 pm on the Tuesday of each course week (see the Due Date Schedule). No late submissions accepted. Only one submission per weekly theme will count (though you can submit these in advance of each deadline if you wish). For more information on the learning objectives behind this exercise, see "The Web Safari: Connecting Theory to Practice Through Student-Led Discovery of Contemporary Material".

Weekly Labs (10 * 5%): Ten labs completed individually demonstrating competency in the concepts covered in the class discussion, the course notes, readings, and other material for each course week. Worth 5% each. Due at 1 pm on the Tuesday of each course week (see the Due Date Schedule). An answer key (if applicable) will be posted after the lab is due and the lab questions will be discussed in class on the day they are due (for that reason, late submissions cannot be accepted). Four of the weekly labs will involve a one-on-one video conversation with the course instructor (this will be indicated in the lab), and your demonstrated understanding of the course material in that conversation will form part of the basis for your grade on that weekly lab.

Assignment 1 (20%): Due October 12 2021 at 1 pm. Late submissions = 0.

- [Instructions to be provided by August 31](#)

Assignment 2 (20%): Due December 7 at 1 pm. Late submissions = 0.

- [Instructions to be provided by October 12](#)

STUDENT RESOURCES

UNIVERSITY OF REGINA	UNIVERSITY OF SASKATCHEWAN
<p>Student Success Centre: Academic advising, learning skills, writing, math, and stats tutoring!</p>	<p>Student Learning Services: Academic advising, learning skills, writing, math, and stats tutoring!</p>
<p>Students with Special Needs Any student with a disability, injury or illness who feels they may need academic accommodation should discuss this with the course instructor after contacting the Centre for Student Accessibility at 306-585-4631</p>	<p>Students with Special Needs Students in this course who, because of a disability, may have a need for accommodations are encouraged to discuss this need with the instructor and to contact Access and Equity Services at (306) 966-7273</p>
<p>Students Experiencing Stress Students in this course who are experiencing stress can seek assistance from Counselling Services, or call (306) 585-4491. Additional information is available here.</p>	<p>Students Experiencing Stress Students in this course who are experiencing stress can seek assistance from the Student Wellness Centre or call (306) 966-4920.</p>
<p>Other Supports for Students</p> <ul style="list-style-type: none"> • Sexual Violence Prevention and Response • ta-tawâw Student Centre • UR International • JSGS (UofR) Student Handbook • Being a Not-Rich Student 	<p>Other Supports for Students</p> <ul style="list-style-type: none"> • UofS Sexual Assault Information • UofS Aboriginal Students' Centre • UofS International Student Centre • JSGS (UofS) Student Handbook • Being a Not-Rich Student
<p>Academic Integrity and Conduct Ensuring that you understand and follow the principles of academic integrity and conduct as set out by the University of Regina 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 to discuss your questions.</p>	<p>Academic Integrity and Conduct Ensuring that you understand and follow the Regulations on Student Academic Misconduct 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 any faculty member and we can discuss your questions.</p>

COURSE POLICIES

Grading: JSGS has recently re-confirmed its grading policy, one that this course is required to strictly adhere to. The grade descriptors can be found at p. 10 of the [JSGS \(UofR\) Student Handbook](#) and pages 11-12 of the [JSGS \(UofS\) Student Handbook](#). Note also that I am required to submit grades which yield a class average no higher than 80%. Assuming a normal distribution of grades, you should expect that half of your classmates will have a grade below 80% (and you should further assume that you have a 50% chance of being in that below-80% group). **See this additional [note about my philosophy of grading](#).**

Course Materials: All readings are accessible through the UofR / UofS library systems,¹ or free online. Since you already pay tuition, and part of your tuition goes to funding the materials available through the library, it does not seem fair to ask you to pay extra for a textbook. If you would like to get a textbook as a desk resource for future references however, some that you might consider are:

- Dunn, C. J. (Ed.). (2018). *The handbook of Canadian public administration*. Oxford University Press. [Amazon](#)
- Marland, A., & Wesley, J. (2018). *The Public Servant's Guide to Government in Canada*. University of Toronto Press. [Amazon](#)
- Allt, J., & Poirier, A. (2020). *How Government Really Works: A field guide to bureaucracies in Canada*. Formac Publishing Company. [Amazon](#)
- Milne, Glen. 2018. *Making Policy: A Guide to How the Federal Government Works*. [Website](#)

Technology Requirements:

- If you are using a computer provided to you by an organization that restricts access to Zoom, you will likely not be able to use that computer to engage in any Zoom sessions. If you do not have access to a computer that can access Zoom sessions, alternative options are available.
- To view the course materials, a standard Internet-connected device and web browser will work.
- Students who are unable to participate due to a technology barrier should contact the instructor as soon as possible to discuss alternative arrangements.

Non-registered Students: This course was developed and deployed for the benefit of graduate students registered in the [Johnson Shoyama Graduate School of Public Policy \(JSGS\)](#). It is made freely available as a learning resource for anyone interested in the course content. However, access to the JSGS student community, the resources of the University of Regina and University of Saskatchewan, or the course instructor is only available to formally registered students.



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¹ Links are active for on-campus use at the University of Regina. If you are a UofR student connecting from off-campus, [use these instructions](#). If you are a UofS student connecting from off-campus, [use these instructions](#).