

# Story

- All RCMP communications centres across Canada understaffed, some by more than 50%
- <http://www.cbc.ca/news/canada/manitoba/rcmp-communications-centres-understaffed-1.4480737>



# PUBLIC MANAGEMENT

## PAP2320A

**Concepts and definitions**  
**January 11 2018**

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# OUTLINE

- What is public management?
- How the public views the **Canadian** government
- Different approaches in socio-economic management and policy
- Four complications to management
- Accountability
- Next time...

# BEFORE WE BEGIN...

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- Canadian public management books are awful
- Several reasons why:
  - Focus too much on public administration or policy
  - Not overly helpful explaining actual management techniques
  - Very few Canadian-focused books available



# PUBLIC ADMINISTRATION...

What is public  
administration?



# PUBLIC ADMINISTRATION...

- According to David Johnson:
- Public administration
  - how and why policies get formed
  - how they turned into programs
  - how those programs are implemented and evaluated



# PUBLIC MANAGEMENT....

- What is public management?



# PUBLIC MANAGEMENT....

- According to David Johnson:
- Public management
  - The managerial operations of governments and their public servants
    - Financial and human resources





# THE ROLE OF GOVERNMENT...

What is the role of government?

# THE ROLE OF GOVERNMENT...

- Broadly put...
  - Stewards that lead and manage the country on behalf of the public (citizens)
  - Make decisions that are to the benefit to the majority of Canadians and those ignored or excluded

But, how is this done, and what needs to be taken into consideration?



# THE ROLE OF GOVERNMENT...

- Questions to consider:
  - Why is this important?
  - What needs to be taken into consideration? (What is/who are affected?)



# WHAT DOES THIS MEAN FOR THE PUBLIC (CITIZENS)?

- The public have high expectations for government and are often dissatisfied, cynical, and critical of government.
  - Why?
  - Difference of approaches, goals, priorities, etc.?



# WHAT DOES THIS MEAN FOR THE PUBLIC (CITIZENS)?

- Questions to consider:
  - How is this done? (Are there different management approaches?)





# THE CONSERVATIVE APPROACH

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# THE CONSERVATIVE APPROACH

- Smaller government and less intervention
  - Less taxation
  - Less regulation
- Focus on market economics
  - Reduce/eliminate government institutions and services
  - More competitive free-market (private) options
- In other words, government is the problem, so cut government



# THE CONSERVATIVE APPROACH

- What are some examples from the Stephen Harper era ?





## IN BRIEF... THE CONSERVATIVE APPROACH

- Examples from the Stephen Harper era:
  - Personal and corporate taxation rates were reduced
  - GST was cut
  - Business regulations were reduced
  - Environmental assessment requirements were reduced
  - National and public sector day care was rejected in favour of tax credits for private day care services
  - Reduced funding for the military
  - Reduced/eliminated funding for advocacy programs
  - Privatisation of crown corporations
    - Canadian Wheat Board
    - Atomic Energy of Canada Limited

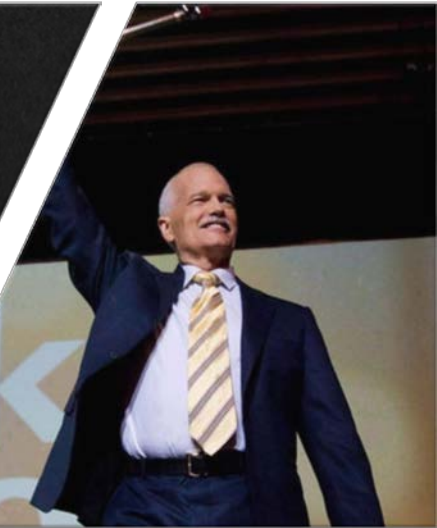


THE LIBERAL AND  
SOCIALIST APPROACHES

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# THE LIBERAL AND SOCIALIST APPROACHES

- Enhanced state role in society
  - Support/improve/protect rights of various neglected or underrepresented groups (socio/cultural/economic) or causes (environment)
- Cutbacks lead to societal problems
  - Limited opportunities for education
    - Less schools, teachers, programs, access to books, etc.
  - Less/weakened childcare and healthcare options
  - Reduced/Limited development of First Nations





# THE LIBERAL AND SOCIALIST APPROACHES

Examples ?



# THE LIBERAL AND SOCIALIST APPROACHES

- Healthcare
  - Universal health care program
- Education
  - Financial assistance is available through student loans and bursaries.
- Housing
  - Canadian mortgages are insured by the federal Canadian Mortgage and Housing Corporation
  - Housing affordability
- Unemployment benefits
  - Employment Welfare
  - Employment and Social Insurance Act
- Low-income support
  - Old Age Security
  - Canada Pension Plan or Quebec Pension Plan





## FOUR COMPLICATIONS TO MANAGEMENT

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# FOUR COMPLICATIONS TO MANAGEMENT

1. French-English relations / Quebec
  - Constitutional Issues
    - Language rights
    - Official Bilingualism
  - Cultural policy
  - Autonomy / independence
  - Sponsorship scandal





# FOUR COMPLICATIONS TO MANAGEMENT

2. Regionalism, disparities, and politics of accommodations
  - Different perspectives of federal government management based on where you are in Canada
  - Equalisation policy
  - Energy (National Energy Policy)
  - Economic disparity (have and have not)
  - Demographic and political representation



FOUR  
COMPLICATIONS TO  
MANAGEMENT



# FOUR COMPLICATIONS TO MANAGEMENT

3. Canadian-American relationship
  - North American integration
    - Canada' management approach directly influence (and is affected by) the US
  - Socio-economic agreements
  - Environment
  - Security
  - Trump?



DEMAND THAT GRASSY NARROWS AND MORE THAN  
100 FIRST NATIONS COMMUNITIES GET ACCESS TO SAFE

FOUR  
COMPLICATIONS  
TO  
MANAGEMENT

WATER JUSTICE



# FOUR COMPLICATIONS TO MANAGEMENT

## 4. Canada and First Nations

- Nationalism and self-governance (autonomy)
- Identity
- Land ownership
- Individual and collective rights
- Fair co-operation with government
  - To address problems (ignored and excluded practices)



# FOUR COMPLICATIONS TO MANAGEMENT

- Why are these complications important...
- If the wrong decisions are made, what could happen... ?



# ACCOUNTABILITY

- What does this mean...
  - For program delivery ?
  - The target audience of programs and policies ?



# ACCOUNTABILITY

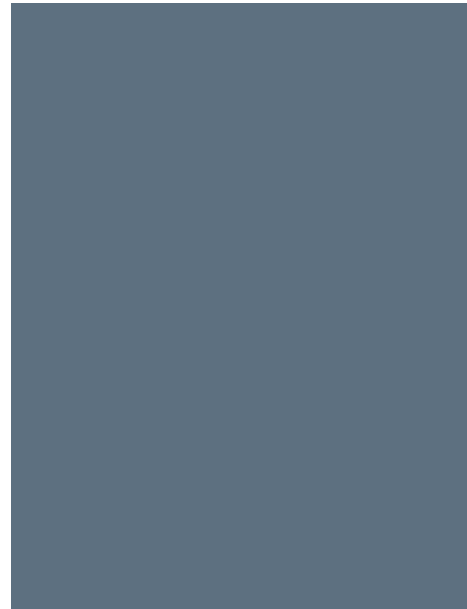
- What this means...
  - Deliver quality programs in the most economically efficient way
  - Programs must address general public needs and several special interest groups



# ACCOUNTABILITY

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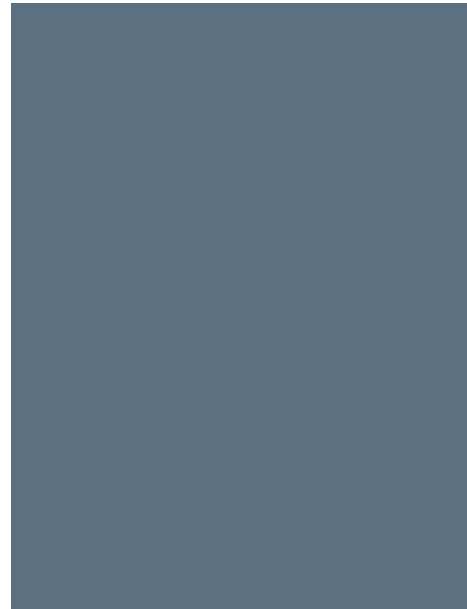
- What does this mean...
  - For policies and programs that favour the public or the private ?
  - Public servants and how they achieve their tasks ?



# ACCOUNTABILITY

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- What this means...
  - Management approaches should balance public and private sector interests
  - Public servants must adhere to administrative law and public sector ethics



# ACCOUNTABILITY

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- What does this mean...
  - For decision-making and policy creation?
  - Financial management?



# ACCOUNTABILITY

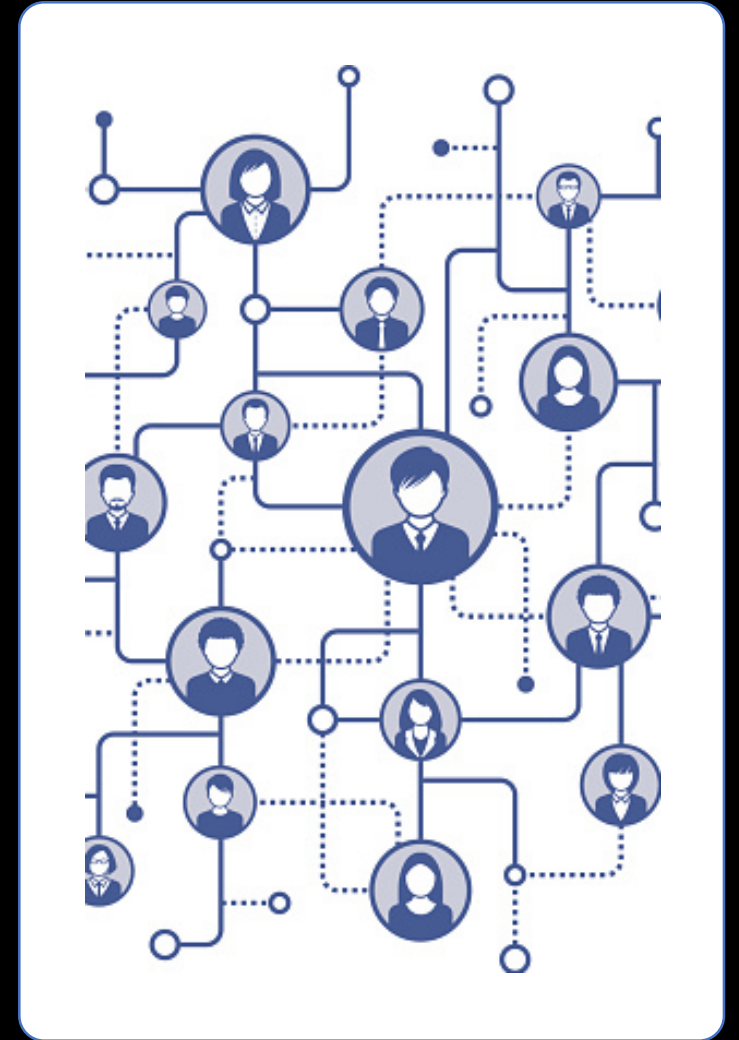
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- What this means...
  - Need to be more transparent and open/inclusive in public participation
  - Financial management must open/honest and responsible



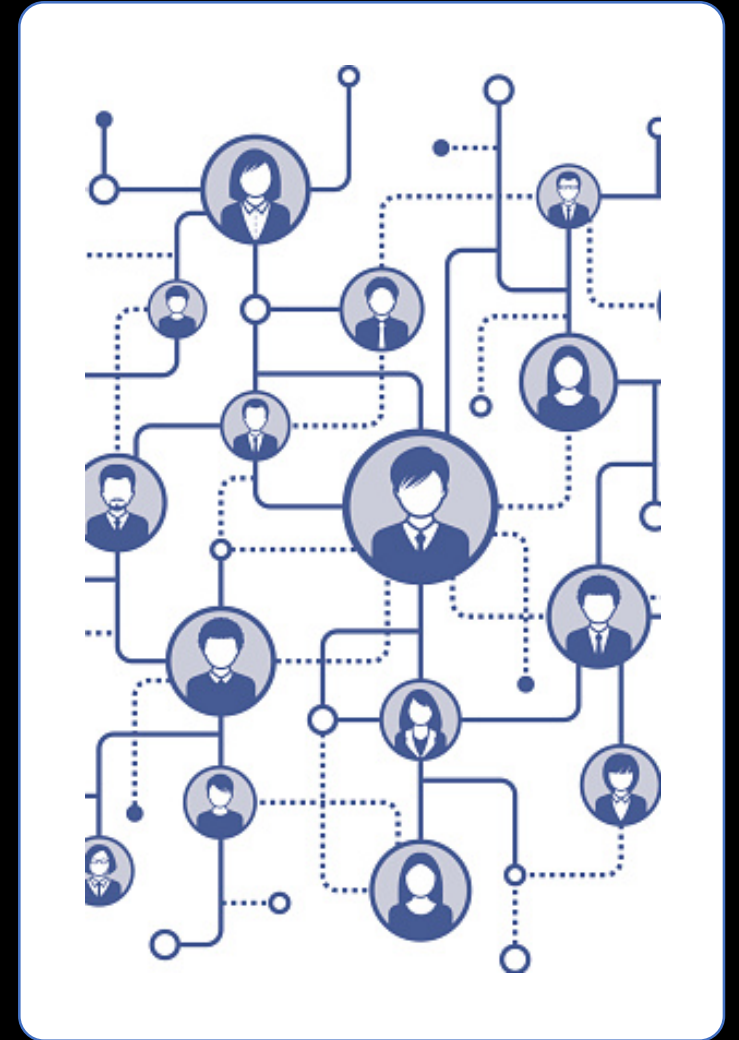
# ACCOUNTABILITY

- What does this mean...
  - Government hiring practices?
  - Changes and how they affect Canadians now and in the future?



# ACCOUNTABILITY

- What this means...
  - Human resource management must not play on favouritism, nepotism, and patronage
  - Changes to the system of government must be in the long-term interest of Canadians



## NEXT TIME...

- Jan 16, 2018
- What is (and Why) Public Management?
  - Johnson, Ch. 2, and Ch. 5 pp. 161-167 and 188-194