

Terms:

- Public Management
 - Public management is the administrative functioning of the state and its official. The methods by which state officials organize themselves in order to implement public policies, traditionally focused in the mobilization of financial resources, human resources, and operational and strategic leadership. Essentially how and why policies get formed, how they turn into programs, and how those programs are implemented and evaluated. Differs from public administration which is a broader concept that encompasses the study and oversight of all structures, institutions, policies, and programs of the state. Practice vs theory.
- Constitutional law
 - Composed of written documents (BNA 1867 + Constitution Act 1982) and common law decisions
 - Conventions stand in practice but cannot be enforced in courts since conventions are unwritten
 - Constitutions
 - Written rules of a state
 - Fundamental and take precedence over all other forms of law
 - 3 objective
 - Define state-citizen relationship
 - Define branches of government
 - Define relationships between the branches of government
- Conflict of interest
 - When a political leader or public servant uses a public position for private wealth or other benefits
 - Mitigated through codes of conduct/ethics
 - Ensures values and ethics are maintained in the public sector and of authoritative bodies
- Policy cycle
 - Circular model but no clear-cut definite process
 - Consists of 4 stages
 - Problem definition and agenda setting
 - What is in the public's interest as well as the party's interests and how much attention these issues surrounding those interests deserve
 - Formulation
 - The design and drafting of policy goals and strategies for achieving them
 - Policy analysis
 - Implementation
 - Aligning the policy with institutional resources to put the policy into effect
 - Evaluation

- Quality control is not a step at the end of the process, but rather an integral part to every step of the process
- Central Agencies in Canada
 - Coordinate government affairs while having the authority to intervene in the actions of departments
 - 4 main agencies
 - Treasury Board secretariat
 - Supports the treasury board by providing advice on policies, directives, regulations, and program expenditure proposals regarding financial, material, and human resources
 - Finance
 - Responsible for outlining the budget (revenue and expenditure reports), macro-economic policy (tax, trade, and tariffs), transfer payments
 - Prime Minister's Office
 - Coordinates policy objectives for the PM as well as administrative tasks
 - Partisan employees, not the exact same as public servants
 - Privy Council Office
 - Day-to-day support of cabinet
 - Providing non-partisan advice to the executive
 - Reports directly to the PM
- The Merit Principle and the Merit System
 - Originated from Woodrow Wilson's ideas of bureaucracy
 - The merit principle states that employees in the public sector should not be selected on arbitrary bases and rather on capabilities
 - An attempt to combat rising levels of nepotism in the public sector
 - Aimed to truly make the public sector "non-partisan"

Questions: 1st 3rd of the course - 2nd 3rd - 3rd 3rd

- What are the main elements of the structural-mechanistic approach to bureaucracies? What are the main elements of the organic-humanistic approach to bureaucracies?
 - Structural Mechanistic
 - Weberian bureaucracy
 - Elements
 - Hierarchy
 - Superior-subordinate relationships
 - Top-down communication
 - Unity of command
 - Decisions are made at the top of the hierarchy based on information received from lower employees
 - Specialization of labour

- Particular jobs with concrete and pre-established ways of doing them
 - Clearly defined positions, roles, and duties based on education
 - Merit based employment
 - Appointment to positions based on education, training, skills, or experience
 - Continuity
 - Employment is long-term
 - Keeps the knowledge within in the bureaucracy there
 - Impersonality
 - Rules and decisions cannot be based on likes/dislikes, bias, or self-interest.
 - Service must be the same for everyone and non-discriminatory
 - Paper trail
 - For accountability
 - Clear public-private life divide in employees
 - Power rests in the position, not the person who holds it
 - Effective, efficient, and rational way to achieve professional goals
 - Bureaucracy as a machine (Fredrick Taylor)
 - “one-best-way”
 - These do not take human behaviour into consideration and rather just try to form all different people to a certain behaviour that is rationally calculated
 - Trained incapacity
 - Gulick and Urwick
 - Span of control
 - Determines the pattern of reporting relationships in a hierarchy
 - Narrow
 - Greater levels of subordinates (bigger hierarchy)
 - More importance of middle managers
 - Broad
 - Smaller hierarchy
 - Less distance between top and bottom employees
 - Departmentalization
 - Form or organizing tasks
 - Politics/administration dichotomy
 - Politics points in the direction, administration does
- Organic-humanistic approach
 - Mary Parker Follett

- Power was better understood and administrated in a circular fashion rather than in a top-down hierarchy
 - Employees reactions to decisions effect management and the way they make decisions
 - Formal vs. informal power
 - Hawthorne studies
 - U kno
 - Chester Barnard
 - Role of mgmt. is to encourage employees to identify with organizational goals
 - Done through monetary incentives as well as incentives for their well-being in the workplace
 - Maslow
 - U kno
 - Participatory management
- **What are the main elements of rational choice theories, incrementalism, and the garbage can theory?**
 - Rational choice
 - Rational-comprehensive
 - Every policy issue has a rational solution
 - List of solutions that can be implemented as policy
 - Costs and benefits of these solutions are taken into account and the solution with the greatest benefit and least harm is chosen
 - Based on values and objectives
 - Biases can take place
 - E.g. organized crime
 - Is it best to crack down with harsher penalties and provide funding to federal, provincial, and municipal police forces or would it be better to regulate their sources of income (narcotics, prostitution, etc..)
 - Public choice (rational choice)
 - Derives from the view that individuals are self-interested, rational, utility maximizers who live in a world of scarce resources and unlimited wants
 - Solutions to problems are ranked not on utility to the entire population but rather which ones suit your interest the best
 - E.g. legalizing marijuana to keep young voters interested in you while also “making up” for previous broken promises
 - Incrementalism
 - Policy changes are incremental deviations from the status quo

- A response to the radical policy made under the broad span and reach of rational choice theories
 - Avoids radical change that might alienate some amount of citizens
 - Incremental model does not upset entrenched interests
 - Conservative approach to policy development
 - Plays it safe, low risk -> low reward = stability
 - Criticized for being too rational and science based
 - Garbage can model
 - There are many potential solutions and many real problems that policy analysts and politicians are aware of, their job is to match them up
 - Issues and solutions that are on the political agenda are channeled through streams, windows, and other organizational means which allow issues and solutions to be matched up with each other easily
 - This channeling of issues allows those that are important to rise to the top to be addressed
 - Policies are made for what issues seem to be best suited to a certain solution and are then justified
- Under our system of parliamentary government, public servants are supposed to be politically neutral when at work. Explain why their rights were limited in comparison with ordinary citizens.
 - Nature of the public sector
 - The public sector is supposed to be impartial to political interests and only serve the interests of Canada, and her national goals
 - Low level public servants are the ones who collect and synthesize information upon which decisions for public policy are made
 - Any means of political interference and bias obstructing this information from being anything but the closest thing to the objective truth has potential harm to those who are traditionally opposed to the political opinions being implemented
 - Speaking truth to power
 - It is the role of the public servant, as a cog in the decision-making machine, to be responsible as a steward of the public to be accountable to them
 - When political biases are instituted, truth becomes less important than satisfying politicians and their goals, which may not always be in the interest of the general public since politicians don't necessarily, i.e. by law, need to be impartial due to concepts of party discipline
 - As those who are responsible for administering public policy, public servants need to respect democracy and people, have integrity, show excellence, and be stewards of the public As per the values and ethics code for the public sector
 - Respect for democracy
 - Respecting rule of law
 - Carrying out the lawful decisions of leaders and cabinet

- Provide impartial and candid advice and analysis to decision makers
 - Integrity
 - Acting at all times with integrity under the scrutiny of the public
 - Avoiding conflicts of interest (using their position for personal benefit)
 - Taking all possible steps to prevent and resolve conflicts of interest
 - Maintaining the employer's trust
 - Stewardship
 - Effectively and efficiently manage public money, resources, and property
 - Consider present and future impacts of their actions
 - Excellence
 - Respect of bilingualism
 - Continually improve the quality of policies, programs, and services they provide
 - Fostering a healthy work environment
 - Respect for people
 - Treating every person with respect and fairness
 - Valuing diversity and the benefit of it
 - Maintaining a work environment free of harassment and discrimination
 - Teamwork
- **What is the role of a deputy minister? What pressures do deputy ministers face in their role?**
 - The administrative head of a department that is directly under the minister in the hierarchy
 - Appointed based on the consideration of the prime minister
 - Little time to pay considerable amounts of attention to the day-to-day activities of the dept. While attending other, bigger picture objectives of the dept.
 - Deputy ministers are being pulled in many directions at once, whether it be partisan or not
 - The DM is not supposed to be partisan but is still appointed by the PM
 - Deputy ministers also have an imbalance of information and can use that to impose their own agenda on the running of the dept as well as the policy it develops
 - DM needs to be sensitive to the changing political climate and interest groups
 - Convention of neutrality
 - The DM is not elected and therefore not accountable to anyone but the minister and PM
 - Convention of anonymity
 - The DM is to ensure that the minister's directions are carried out by the dept faithfully
 - Convention of the politics-administration dichotomy
 - The DM must remain loyal to the minister and PM at all times
- **What is alternative service delivery and New Public Management and what are the advantages and disadvantages of introducing such changes into the public sector?**
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- Describe and evaluate methods used today to improve ethical performance by elected public officials and public servants in Canada. Recommend and justify improvements to our present systems of ethical control.
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- Explain the Public Service Modernization Act. What were its primary goals? What did it do for the public service, and how was this different from the past?
 - The PSM Act 2003 aimed to redesign the way in which human resource management was carried out within the public service
 - Determined the proper size and distribution
 - Centralized in Ottawa to across country
 - Administrators of the act determined what appropriate pay was for employees as well as their benefits
 - Reasserted authority to the public service commission
 - Since its transformation from the Civil Service Commission in 1967, the PSC had somewhat fallen into the shadows of the TB which was charged under the then new Public Service Staff Relations Act with being the “employer” of public servants for the purposes of collective bargaining
 - The PSC has a relevant role as the guardian of the merit system
 - 4 main goals
 - To modernize staffing through a new public service employment act
 - To foster collaborative labour management relations
 - To clarify roles and strengthen accountability for deputy heads and their managers
 - Creation of the Canadian school of public service
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- Explain the irregularities of the Sponsorship Program. What ethical issues did it raise? In order to avoid another Sponsorship Scandal, what recommendations did the Gomery Inquiry make?
 - The sponsorship program
 - The liberal government aimed to promote federalism throughout Quebec after the failed referendum in 1995. In doing this they hired ad agencies to produce the ads for the government, this process was carried out through Public Works
 - The ad agencies that were selected had political interests in the the liberal government and won contracts to do the advertising
 - Out of the 200 million that was allotted to the programs, and estimated 80 million was misused with a good portion going into the pockets of the ad agencies
 - Gomery commission
 - Findings
 - Clear evidence of partisan involvement in the administration of the program
 - Absence of transparency in the contracting process
 - Lack of oversight that allowed for sr. officials to work around the contracting procedures

- Lack of a response from the public servants against the decisions that contravened proper procedure
 - Large overestimation of work done by the agencies which resulted in overpayment
 - A culter of entitlement among political and public officials
 - Recommendations
 - Increase funding to parliamentary committees
 - I.e. an increase partisan opinion and oversight of administration
 - Establishment a public service charter
 - Deputy ministers and sr. officials are accountable to a committee
 - DM positions set to 3-5 years max with competitive candidates
 - Reorganize responsibilities of the Clerk of the Privy Council, the Privy Council Officer, and the Secretary of the Treasury Board
 - Issues
 - Chretien challenged the findings and recommendations only for them to be considered biased against chretien
 - The federal accountability act did not necessarily result from the Gomery Commission
- Explain the emergence of the 1982 Constitution Act. How did this change the 1867 BNA? Who largely benefited, and who did not?
 - The 1982 constitution act was the result of the pre-existing constitution not giving Canada enough sovereignty and autonomy from the UK
 - Constitution act brought 3 new things to Canada
 - And amending formula that requires 7/10 provinces and 50% of the population to change the constitution which was now a written document
 - Terminated the authority the UK had over Canada
 - Created the charter of rights and freedoms
 - Quebec decided to be a stubborn french asshole and not agree to anything until the SC decided that unanimous support of the provinces was not needed, just substantial agreement.
 - Quebec did not like this and has still not signed the act
- Describe the transition from a minimalist state to the Keynesian welfare state, to the neoconservative state. Why did this occur and how did this change how government works?
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