

Sept 6th

Chapter 2 Notes:

- Politics is fundamentally about power,
- Politics is defined in public admin as : The ability to authorize, influence or coerce behaviour by virtue of :
 - Legal position of authority
 - Status or position
 - Use of force

Legitimacy to Power :

- **The acceptance of an actor's right to rule**
 - "The consent of the losers"
- If the process is legitimate, then they have legitimacy to their power
 - It does not matter who is elected, it matters whether or not the process is respected
- Legitimacy is not coercion (although both are mechanisms through which power is exercised)
- Weber's "Ideal Type"
 - Analytical construct
 - Ideas, not in existence - ideal construct (plato's form similar)
 - Common elements of phenomena
 - First put forward by Max Weber
- German sociologist Max Weber says there are three sources of legitimacy to power
 1. **Traditional Legitimacy** - Rule is justified on the basis of long established custom or habit (Things have always been a way, so power is justified)
 - a. Monarchy, Church, Aristocracy
 2. **Charismatic Legitimacy** - Leader is believed to be vested with personal qualities that make them uniquely suited to lead. Often means that leaders will claim to be divinely chosen.
 - a. Trump, Hitler
 3. **Legal-Rational Legitimacy** - Rationally created rules and legal statutes serve as the basis of power and sanctioned authority. (common in modern states)
- In traditional and charismatic legitimacy, rulers could justify their orders based on that simply being what they ordained. Legal-rational legitimacy requires accountability and the rule of law.
- Politics can be defined in multiple, but similar ways :

- **David Easton** : “Politics is the authoritative allocation of values”
- **Harold Laswell** : “Who gets what, when and how”
- **Vladimir Lenin** : “Who does what to whom”
- **Mao** : “Bloodless war”
- **Otto von Bismarck** : “Doctrine of the possible: the attainable”
- **Karl Marx** : “Political power, properly so called, is merely the organized power of one class for oppressing another”
- **All of these definitions have underlying theme of power.**

- **Democracy :**

- Democracy comes from Greek
- **Demos** - “the people”
- **Kratos** - “authority”
- Democracy meant “government by the many”
- Democracy is not about making the right decision, it is about doing what the people want

- **Direct Democracy**

- Common perception of pure democracy
- Popular assemblies constituted by the people/citizens to directly govern themselves
- Individuals play a larger role in politics, individuals vote on laws and proposals
- Not used anymore as societies are far too complex and large
- Technology such as the internet gives us the opportunity to reintegrate direct democracy, but few steps have been taken to do this
- Examples of direct democracy in Canada include **referenda**, such as Quebec vote to separate, or for PEI, BC and Ontario to reform electoral system
- A **plebiscite** is similar, but not binding on the government like referendums
- **Recalls** are when voters can somewhat fire their representative before an election by getting voters to sign a petition
- Direct democracy techniques tend to have low participation rates, and wealthy/powerful individuals and groups often are the only ones who spend money to influence citizens choices

- **Representative Democracy :**

- Canadian government is representative democracy
- Elected officials get legitimacy to act authoritatively for others

- System allows for choosing representatives monitoring their activities, and changing those responsible for governing through elections
- Citizens are one step removed from the process of decision making
- Most modern democracies are representative democracy using a legislature.
- “Public policies are made, on a majority basis, by representatives subject to effective popular control at periodic elections which are conducted on the principle of political equality and under conditions of political freedom”

- **Representative Democracy - Political and Economic Democracy**

- **Political Democracy :**

- Majority rule, one person, one vote, competitive elections, cabinet/parliamentary government
- Formal political type of equality applies in that we have rights and access to political mechanisms
- Oppressive governments should be virtually impossible under political democratic system
- Notion of impossibility of oppression or suppression is deceiving
- If the majority voted for a suppressive policy, then it is no longer a political democracy
- To avoid this, protections against the "Tyranny of the majority" must be included into institutions and processes
- This takes form in constitutional limits on the power of state
- Can also take form in informal and formal rules and procedures in political process
- Division of power (Provincial, federal and municipal) can provide protection from each other
- Protection against majority, such as minority rights, are essential to political democracy

- **Economic Democracy :**

- Economic and social equality is essential in democratic society
- Political democracy ensures that the will of the people can be realized
- Theoretically means that anyone can run for government and be a part of the process
- Economic democracy comes into play due to the cost of these activities in the political process
- Lower income citizens are underrepresented in parliament
- ^Similarly in the senior levels of public sector

- Most employees are from educated middle to upper income families
 - It must be analyzed if those who are excluded from the positions of power's views are properly represented and weighed
 - Socialists argue that democratic involvement is unexpected and difficult for those struggling to get by
 - Argued that political democracy without economic democracy is a "sham"
 - Marxists argue that any system that operates through capitalism is by nature unequal
 - Capitalism divides society in classes (capitalist and working) due to disproportionate ownership of property, industry and means of production
 - Political democracy lacks economic or social inequality
 - A balance of policies that provide equal opportunity are very important to ensure all citizens have equality
 - Certain limits actually promote democracy
- **State and Government**
 - State : The institution that operates society, including its constitution and laws, etc
 - Government : The people who operate within the state
 - Weber says that the state is more of the means, not the ends while the government is those who control the ends
 - **Brooks** : state has three main characteristics
 1. Territorial boundaries
 2. Complex set of institutions that wield public authority
 3. Power
 - State has legitimate monopoly on the use of force to maintain order
 - Marxists see the state as an instrument by the ruling class to oppress and exploit the working class
 - Feminists view the state as a patriarchal institution designed and maintained to ensure the dominance of men
 - Think “Trudeau Government” not “Trudeau State”
 - States are also characterized by the opinion of citizens
 - When citizens accept their government's right to make decisions, the government is seen as having legitimacy
 - Legitimacy is closely related to the concept of authority
 - Government actions are followed due to the legitimacy of the state, and the consent of those governed
 - Governments can be protested, meaning the states authority can sometimes be questioned

- Governments who use force to stop disagreements undermine their own legitimacy
- Ability of a state is determined by its legitimacy to exercise power
- **Political Culture :**
 - Can be used to understand why some parts of Canada feel isolated from others
 - Most often referred to the values, attitude and beliefs of citizens with reference to politics
 - Political culture was first seen used by **Gabriel Almond**
 - He described it as “the particular distribution of patterns of orientation political objects among the members of the nation.”
 - Four broad areas looked at in political culture
 1. Attitudes towards political symbols and institutions
 2. Attitudes towards political system (Canadian vs Albertan, loyalties to groups/regions)
 3. Political knowledge, values and evaluations
 4. Acquisition and transmission of political beliefs
 - To understand the uniqueness of Canadian political culture, we must see how **geography, economics, culture and politics** historically combined
 - Canada is politically fragmented by three main factors
 1. Quebec nationalism and relations with English
 2. Regionalism
 3. Continentalism
- **Executive Branch :** Prime Minister + Cabinet
- **Legislative Branch :** House of Commons + Senate
- **The Judiciary :** Supreme Court + Judges

Lecture Notes :

- **Discussion groups 3 analysis**
 - What is the central thesis?
 - Articles can be found using the library search, or at home through library website
- **Book Review :**
 - **Make reference to cause material to support claims
 - Ability to read critically, synthesize material, clearly communicate and think analytically
 - Central thesis in own words, with support

- 3 Sections
 - State central argument
 - Evidence for the argument
 - Is the argument effective
 - +bibliography including book

- **Grading of book Review :**
 - Author's central thesis/15
 - Evidence used by the author to support his/her conclusion/5
 - Argument is convincing/4
 - Writing style/3
 - Title page, bibliography, margins, appropriate font/3
 - total/30

- **Plagiarism**
 - In writing is the incorrect use of source material, intentional or not, failing to give credit for words, ideas or concepts that you get from any source, including your own previously submitted work, is plagiarism

- **What is Public Administration?**
 - Field of study interested in “The managerial practices and institutional values by which officials will enact the will of sovereign authority”
 - Studies bureaucracy + governance
 - Debate whether or not public admin is under the umbrella of political science or is a distinct study
 - Set of administrative practices that provide services through the body of officials. Carrying out the wishes of the government.

- **Political Science**
 - Public Policy?
 - International relations
 - Philosophy
 - Comparative politics

- Is public admin about power? Is it part of political science?
- **History of Public Admin - The Discipline**
 - 1900s emerging from poli sci
 - Normative field
 - Focus on government institutions

- Strongly influenced by American scholars
 - *Public Administration* scientific journal established 1923
 - *Canadian Journal of Public Administration* established 1958
 - Interested in what ought to be done, very normative, not what is
 - Very interested in law, macro, structures, not individual motivations
 - Relatively young discipline
- **History of Public Admin - The Profession**
 - Ancient China
 - In the west, beginning of the 20th century
 - Arising alongside increasing distaste of the spoils-system/patronage
 - Robert Borden : ¾ of time in office was dealt repaying patronage. Party patronage was more important than merit.
 - First University that gave degree in public admin was in Syracuse, NY(1924) and Dalhousie, NS (1936)\
- **What is Politics?**
 - Is about power
 - **Power** : The ability to authorize, influence or coerce the behaviour of someone else
 - Expression of power can be subtle or overt “Pen is mightier than the sword”
 - Novels and stories can be used to exert ideas onto humans
 - Galileo and Socrates were hated by the church due to their ideas
- **Values :**
 - Exemplified in Public Policies
 - **Policy change overtime shows change in norms and values** (eg. Pension Policy)
 - Prior to WW2 : Value (norms) of individual responsibility
 - Sir Wil said that it is individual responsibility
 - No govt provided pensions (i.e. public pensions)
 - Reliance on individual saving mechanisms (TFSA, RRSP)
- **Pension Policy**
 - Post WW2
 - No longer individual reasonability, but collective welfare
 - Value of alleviating poverty
 - Welfare State

- Public Pensions : universal payments based on general tax revenue : old age security, guaranteed income supplement

September 11th:

(Own definition) *Politics : The use of ideology to determine the actions and decisions of an authoritative body or figure on those subject to its power

Does politics always involve power? Yes

Does power always involve politics? Usually, but what about potential power

Lecture :

Government :

- “Those individuals that make and enforce public decisions that are binding upon the whole community” -Dickerson and Flanagan 2002, p. 19

What is a State?

- Monopoly of the legitimate use of physical force within a given territory.
- Similarly known as a country

Sept 13 :

Readings (Chapter 1) :

What is Public Administration?

- The systemic stand organized academic study of public administration is quite young, starting around 1900
- The general practice of public admin is ancient
 - For example, China and Egypt both had very bureaucratic systems that had similar issues as our own
 - Many characteristics of the present day public bureaucracy existed during the Roman Empire
 - The Catholic Church kept many of the Roman admin practices alive during the Dark ages
 - The Enlightenment in the 17th century in Western Europe, and the modern nation-state in Germany, but contained the seeds of modern public admin

- By the 1800s the characteristics of contemporary systems of bureaucracy were emerging in EU, GB, the USA, and Canada
- Public Admin can be viewed from two perspectives :
 1. It is a field of academic study derived from several disciplines, including political science, business administration, sociology, psychology, law and economics
 2. A set of administrative practices and institutional arrangements geared toward providing public services and regulations through the public bureaucracy
- Knowledge from studying the field supports the practice, while the practice feeds academic study.
- Studying and practice are mutually reinforcing
- **Woodrow Wilson** made the first modern statement of public admin
 - He argued that political scientists had ignored the fundamental question of how govts are administered
 - Said that focusing on personnel organization and management of the public sector in the interest of great efficiency and economy was very important
- First places to offer public admin degrees were Dalhousie in 1936 and Carleton in 1946
 - In 1957 the Public Administration of Canada was formed, then the journal Canadian Public Administration was launched
 - 1987 brought the Canadian Association of Programs in Public Administration (CAPPA)

Public Admin and Democratic Govt

- Elected Representatives : Decision makers
- Public Servants/Bureaucrats : Carry out the decision makers' wishes)
- The division of this labour is called **politics-administration dichotomy**
 - Reflects that politics is about deciding what govt should do, while admin is about how to do it

Bureaucracy :

- **Bureaucracy** : The public provision of services and regulations, and the state's answer to the political question of who gets what, when and how, take place within a structure known as a bureaucracy
- Comes from the combination of French "Bureau" meaning desk, and Greek word for rule
- Bureaucracy is made of a mixture of elements :
 - **Personnel**
 - The people who execute the actions

- Ranges from fire fighters to presidents of Crown corps.
- **Formal rules**
 - Clear rules to ensure that all services are equally provided to all citizens
 - This is due to accountability in public sector
- **Policy instruments**
 - Include things like laws, regulations, crown corporations, expenditures and taxes
- **Conventions of Behaviour**
 - Ensure that they are not arbitrary and unfair
- **Institutions**
 - Refers to govt ministries and departments, regulatory bodies, Crown corporations, special operating agencies, and other institutions responsible for translating the will of the people into action

Comparing Public and Private Sector :

- **Woodrow Wilson :**
 - In his essay exhorting reformers to help make the business of govt “less unbusinesslike”, public admin has been trying to differentiate itself from business admin.

Lecture :

- **Implicit power** : indirect power
 - Clothes, ways someone carries themselves
 - Ex. Weed legalization, could send an implicit message that normalized the use, despite the law only legalizing it
 - Advertising is also a form of implicit power
- **Explicit power** : Strong show of power, direct
 - Passing a law is explicit power
- **Meritocracy** - If you work hard you will be successful
 - Marx saw this as a way to make people accept capitalism, called it false ideology
 - Belief in meritocracy leads some poor people to vote for the Republican party, despite them not wanting to increase the welfare state
- **Legitimacy : Systems Theory**
- **David Easton** : Explained politics as a system
 - **Input** --- > **Blackbox** ---> **Output**
 - **Input** : Government wants a policy on something

- Promises, public will, lobbying, agenda, addressing issues
 - **Blackbox** : How to come about results
 - Goes through the civil service
- Called blackbox due to lack of transparency
 - **Output** : The results could also be non action
 - **Policies** = Rules/Laws/Guidelines that regulate our way of life in order to long term deal with something
 - **Programs** = How to go about changing the issue the policy deals with
- **Proportional Representation** : Vote share where people express their will is equally represented in the government
- **First Past the Post - Single Member Plurality**
 - First person to get one more vote than the next takes the riding
 - Meaning if 51% voted red, and 49% voted blue, blue would see no representation

Sept 18th:

Lecture:

Democracy :

- Based on legal-rational legitimacy
- Based on input legitimacy
 - We the people have the right to choose and participate... Yet also output legitimacy
 - Democracy's do much better for socioeconomic aspects of society, hence the output legitimacy
 - Historically democracy is always about input

Healthy Representative Democracy :

- Robert Dahl's list for democracy
 1. Freedom to form and join organizations / right of assembly
 2. Freedom of expression
 3. Right to vote
 4. Eligibility for public office
 5. Right of political leaders to compete for support (votes)
 6. Alternative sources of information

7. Free and fair elections
 8. Institutions making govt policies depend on votes and other expressions of preference
- **Polyarchy** : Pluralism, lots of competition and participation, similar to what we think of as a democracy. Not the people, but the pluralism of interests in competition to rule
 - **Competitive Oligarchy** : Low participation and high competition, an example would be labour unions vs business
 - **Inclusive Hegemony** : One ruler, but with high participation
 - **Closed Hegemony** : Essentially a dictatorship

How does our Representative Democracy Work?

- Parliamentary system of govt
- Westminster (inherited British Model)
- **Fusion** of powers between legislative and executive
 - Not distinct branches of govt (despite contemporary nomenclature)
- **Legislature : Bicameral**
 - House of Commons (elected representatives MPs)
 - Senate (appointed by the prime minister)
- **Executive :**
 - Crown (Governor General... appointed by The Queen... on the advice of the first minister)
 - Cabinet and PM

Governor General

- **Constitutional duties :**
 - Swearing in the provincial government's Executive Council (Premier and Cabinet)
 - Opening each session of the legislative assembly; and
 - Providing Royal Assent to bills
- **Ceremonial and Community Functions :**
 - Promoting a sense of identity
 - Representing the Queen in the province
 - Acting as the province's official host
 - Supporting social causes; and
 - Recognizing outstanding citizens

Cabinet :

- The political executive comprised (as per convention) members of parliament

- Members of cabinet have one or more portfolios that are responsible for (eg. Ministry of Education)
- Members are chosen by the PM
- Cabinet shuffle a reappointment of members of the Cabinet
- Parliamentary secretaries are MPs who assist ministers in their work, they are not members of Cabinet

Prime Minister :

- Also known as premier, or first minister
- Leader of the political party that has the confidence of the House
- Is a member of parliament (MP)
- Is a member of Cabinet (primus inter pares / First among equals)
- Is the head of the government

Prime Ministerial Power :

- The centralization of power thesis
- Famously put forward by Donald J. Savoie in his “Governing from the Centre”
- Sometimes referred to as the Savoie thesis

- **The Executive is formed from the House of Commons**
- Executive is responsible to the legislative branch: Responsible government
- Motion of confidence: Failing to have a majority of votes leads to the end of the government's term in power (dissolution of the House of Commons)
- Party Discipline and First ministerial prerogatives :
 - Party members must vote as indicated by the party leader
 - PM has prerogative to nominate Cabinet Members and administrative department heads (deputy ministers) and Lieutenant governors (federal and provincial)

What is Bureaucracy?

Etymology : The rule of office

Bureaucracy:

-Bureaucracy is the public provision of services and regulations and the states answer to the political question of who gets what, when and how, these all take place within a structure known as bureaucracy

-Etymology: Rule of office

-organizational structure

-The professional institution carrying out the government's policy decisions

Ideal type of Weberian Bureaucracy:

1. Hierarchy: Each office has a clearly defined sphere of competence (Division of labour) organized in a fixed hierarchy (answers to a superior)
2. Continuity: Full time work, which constitutes a career
3. Impersonality: Behaviour based on predetermined written rules
4. Expertise: Personnel are selected on the basis of merit; keep records and have access to
5. this information

-Bureaucracy is interested in the means that government objectives are realized

- the institution for the administration of governing
- Street level bureaucrats are the ones who individually interact with the citizens, generally providing a service. Doctors, physicians, etc.
-

Explicit power vs implicit power:

-Passing a law is an example of explicit power

-Implicit power would also be clothes and ways someone carries themself

-Legalization of cannabis could send implicit messages to society because of the fact that it would be normalized

Meritocracy

-If you work hard you will be successful

-Marx said that if you were not from a wealthy decent/family then you could not be successful

-This comes from the combination of french “bureau” (desk) and the greek word for rule

Bureaucracy is made up of a list of elements

1. Personnel
2. Formal rules
3. Policy instruments
4. Conventions of behaviour
5. Institutions

Discussion group: What is the central thesis

Title of article in library search bar

Search by journal name

Book review: Central thesis.....15 points
Evidence used by the author.....5 points
Argument is convincing.....4 points
Writing style (grammar).....3 points
Title page, bibliography, margins, appropriate font.....3 points

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Evidence used by the author.....5 points
Argument is convincing.....4 points
Writing style (grammar).....3 points
Title page, bibliography, margins, appropriate font.....3 points
Total.....30 points

Not an essay

Not an assessment of your feelings

Read analyse and write an assessment encompassing the following

Summarize the evidence used by the author to support his or her conclusions

Assesses whether the author's central argument is convincing

Politics Administration Dichotomy :

- **Politics :**

- Elected politicians
- Objectives (what)
- Normative

- **Administration :**

- Appointed public servants
- Means of realizing objectives (how)
- Empirical

- “If I see a murder out fellow sharpening a knife cleverly, I can borrow his way if sharpening the knife without borrowing his probably intention to commit murder with it” -**Woodrow Wilson**
- Administrators need to be separate from politics, so they can be objective and neutrally implement the objectives of politicians
- No completely bias free, or objective/neutral public service makes this difficult

Bureaucracy : Advantages

- Efficient
 - division of labour and speciality
- Accumulation of knowledge
 - Records and experience in office
- Accountable

- Hierarchy and division of labour allows supervision
- **Accountability : The obligation to justify/explain your actions to someone else.**
- Universal treatment of citizens (impersonal relationships)

- Bureaucracy can develop its own identity and interests
 - Budget maximizing bureaucrat
 - Truth to power
 - Neutrality is false

Exam :

- Part A:
 - **Multiple choice**
- Part B:
 - Essay question, asking to mobilize and bring things together
 - What is legitimacy? -ex. question
 - What is politics? What is administration? What is the relationship between the two?
 - Do we live in a representative democracy?
- Review readings and notes/lectures

Oct 2:

- **Weber** critique : “We must remember this fact: that “democracy” as such is opposed to the “rule” of the bureaucracy... Under certain conditions, democracy creates obvious ruptures and blockages to bureaucratic organization”
- According to **Marx**, the bureaucracy and the state itself in capitalist society, was in favour of the capitalist class

Capitalist Democracy :

- Ownership of capital is private
- +
- Governments rely on private sector for growth
- =

Critiques against Bureaucracy :

- Trained incapacity (lose sight of objectives)

- Emphasis on rules
- Not innovative - training to follow rules can stop innovative process
- Dehumanizing (employees and clients)
- Inefficient
- Usurps the rule of the elected
- 'Red tape' rules that stop people from getting what they want

Prime Ministerial Power

- Centralization of power theiss
- Famously put forward by Donald J. Savoie in his “governing from the centre”
- Sometimes referred to as the Savoie thesis
- Primus inter pares

Normative :

- Interested in values
- “What ought to be”
- Example : Something is “bad” or “good”

Empirical :

- Sometimes referred to as positivism
- Presumes a belief that the world is independent of our observations
- Humans, with the use of observation study nature as it really is and uncover its essence
- Empirical statements can describe (she is 6ft tall) and or explain (She is 6ft tall because she is standing on a ladder)

Empirical and Normative :

- Why is the distinction important?
- Bureaucracy vs. Democracy

Oct 4:

Minority, Majority and Coalition Governments

- **Majority Govt:** When the executive has a majority of seats in the legislature
- **Minority Govt:** When the executive has a minority of seats in the House of Commons
- **Coalition Govt:** When the executive is made-up of more than one party having seats in the House of Commons (more than one party in cabinet)
 - More common in parliamentary countries in Europe

Institutions Within the Bureaucracy :

- The bureaucracy; civil service; public service
- Departments, government agencies, ASDs (Alternative Service Delivery), regulatory bodies, crown corporations

Departments :

- Ministries
- Statutory bodies (Federal government - Financial Administration Act)
- “Administrative unit consisting of one or more organizational components under the direct management and control of a minister” (Hodgetts)
- Line departments and central agencies

Line Departments :

- Direct responsibility for the delivery of goods and services to citizens
- Spending departments
- Large staff
- Large number of subunits
- Eg., Agriculture and Agri-food; Veterans Affairs
- Vertical silos
 - Focussed on policy/program, straight from govt., down to people.

Central Agencies :

- Support decision-making of cabinet
- Coordinate line departments
- Supply information upward to cabinet and downward to line departments
- E.G. Finance; Treasury Board Secretariat; The Privy Council Office; Prime Minister’s Office

Treasury Board Secretariat

- Provide policy and program advice to the prime minister, cabinet and all departments concerning financial management, human management and accountability
- Employer of public service
- Evaluate policies and programs
- Estimates of government spending

Finance

- Sets annual federal budget
- Macro economic policy, trade and taxation
- Federal borrowing and transfer payments
- Represents Canada within international financial institutions

The Privy Council Office :

- A nonpartisan, direct source of policy and administrative advice
- Head of the PCO is the Clerk of the Privy Council Office and Secretary to Cabinet... and the deputy minister to the prime minister

Prime Minister's Office :

- *not always included as a central agency*
- Largely staffed with partisan supporters
- PM's personal staff
- A partisan perspective of policy
- Speech writing, appearances, media relations, liaising with caucus

Nov 15 Lecture:

Management of Human Resources :

- Before 20th century : staffing was spoils system (partisan patronage)
- By early 20th century : Spoils increasingly seen as inefficient and corrupt
- After mid-20th century to 1980 : Spoils system replaced with merit system
- 1980s onward: **two trends**
 1. Distrust of public servants' intentions
 - a. Politicized top levels of public service - started hiring based on loyalty to policy agenda, not necessarily party

2. Move towards representative
 - a. The personnel who work for public service should reflect the people

Merit Recruitment + Behaviour of Public Servants

- Associated with various socio-economic indicators and low corruption
- Esprit de corps (closed careers)
- Temptation (well-paid careers)
- Merit leads to different career incentives between politicians and public servants (separation of interests... checks and balances)

Representative Bureaucracy

- Personnel of bureaucracy should reflect society
- **Passive Representation :**
 - Sociological or demographic representation
 - Members of all social groups and/or regions are reflected amongst the public service
- **Achieving Passive Representation :**
 - Formally prohibit discrimination (let the market do its work)
 - Employee Equity Act
 - Affirmative Action
 - Reserve a proportion of jobs for a specific social group
 - Recruit candidates from specific social groups by including social criteria as an additional asset
 - Designated groups
 - Women
 - Aboriginal people
 - Persons with disabilities
 - Visible minorities
- **Active Representation :**
 - Persons defend the interests of those social groups they represent
 - If we have passive how can we optimize the chances of having active representation?
 - Three conditions :
 - Individuals identify with and accept to represent the specific group in question
 - Individuals must be able to make decisions, or at least have the possibility to express their opinion to those having such decision-making powers
 - Such decisions must then be adopted and implemented in accordance with such decisions

Representatively, Neutrality and Meritocracy

- The role of public servants : politically neutral?
- Does active representation constitute a form of functional politicization