INSTRUCTOR: Elaine Depow
Tuesday & Thursday 8:30-10:00, Winter 2011
Office hours: By appointment
Phone number: TBD
Email: elaine.depow@mcgill.ca

Overview and Objectives

This course will focus on the principles, organizational features and decision-making processes of Canadian public administration. Over the course of the semester, we will examine the organization and composition of the federal bureaucracy, the bureaucracy’s role in the development and implementation of public policy, as well as the role of political parties and elected officials. In addition, we will consider the structures and processes that inform governance, regulation, accountability and public sector management.

This course will introduce current and enduring challenges facing public sector organizations and public administrators in Canada, such as the complex relationship between political and administrative institutions and actors in government, the role of public administration in the provision of public good, and the role of ethics and values in public administration.

The objective of this course is to provide students with a solid foundation for the critical assessment of the Canadian political and administrative decision-making apparatus, its processes and eventual policy outcomes.

Required Reading

The following texts are required reading, and available for purchase at Paragraph Bookstore, 2220 McGill College Avenue. As you will see from the course schedule below, weekly readings are intended to complement lectures themes.


• Johnson, David. Thinking Government: Public Sector Management in Canada.
Teaching Methodology

This course will be taught in lecture format on Tuesdays and Thursdays. Students are expected to prepare for lectures with the assigned week’s readings, and are encouraged to provide relevant and critical commentary.

Evaluation

- **20% Mid-term exam**

This exam will consist of short essay questions covering the first part of the course, and will be held in class on Thursday, March 3.

- **30% Term Paper**

15 to 20 typewritten (double-spaced) pages, containing footnotes, bibliography and a complete list of sources. Instructions concerning the topic/subject matter will be provided in class as well and during office hours. This paper will be due Tuesday, April 5. A penalty of 2 marks per day will be deducted for late papers.

- **40% Final Exam**

This exam will consist of essay questions spanning the entire semesters- both lectures and readings- and will be held during the formal final exam period.

- **10% Attendance and Participation**

Plagiarism

McGill University values academic integrity. Therefore all students must understand the meaning and consequences of cheating, plagiarism and other academic offences under the Code of Student Conduct and Disciplinary Procedures (see www.mcgill.ca/integrity for more information).
Course Details - Timeline, Readings and Assignments

Tuesday, January 4 - Introduction and Overview

Section 1 - The Canadian Public Service

Thursday, January 6 - The Bureaucracy, the State, and Theories of Democracy
  • Johnson, 2.1, 2.2, 2.3, 2.4, 2.5 (p.67-108); 5.5, 5.6 (p.261-288)

Tuesday, January 11 - The Public Service
  • Savoie: Chapter 2 (p.23-39)
  • Siegel & Rasmussen: Chapter 10 (Marson “Citizen-Centered Service in Canada: From Research to Results)

Thursday, January 13 - ‘Crats for Life’ - Public Servants
  • Siegel & Rasmussen: Introduction; Chapter 5 (Duggett “Fifteen Years of Privatization: Kenneth Kernaghan as Editor of the International Review of Administrative Sciences”); Chapter 6 (Linquist “In Kernaghan’s Wake: Navigating the Choppier Seats of Commitment in Public Administration)

Tuesday, January 18 - Departments and Agencies
  • Johnson: 3.2., 3.3., 3.4 (p.158-186)
  • Savoie: Chapter 4 (p.62-80)

Thursday, January 20 - Public Sector Management
  • Johnson: 1.7 (p.58-67); 5.1, 5.2 (p.243-259); Chapter 12 - ALL

Tuesday, January 25 - Deputy Ministers and Managerial Decision-Making
  • Johnson: 5.7, 5.8, 5.9 (p.289-314)
  • Savoie, Chapter 7 (p.132-168)

Section 2 - Bureaucracy and the Canadian Political System

Thursday, January 27 - “The Bargain”
  • Johnson: 4.1, 4.2 (p.187-295), 5.3 (p.260)
  • Savoie: Chapter 1 (p.3-20)

Tuesday, February 1 - The Political Executive (Prime Minister and Cabinet)
  • Johnson: 3.1 (p.133-157); 4.3, 4.4 (p.206-230)

Thursday, February 3 - Parliamentarians, Ministers, and Public Servants
  • Savoie: Chapter 8 (p.171-205)
  • Siegel & Rasmussen: Chapter 3 (David A. Good “An Ideal Model in a Practical World: the Continuous Revisiting of Political Neutrality and Ministerial Responsibility”)
Tuesday, February 8 - Political Parties, Part 1 - Conservative
  • Johnson: 4.7 (p.237-242)

Thursday, February 10 - Political Parties, Part 2 - Liberal, Bloc & NDP
  • Johnson: 4.5, 4.6 (p.231-236)

Tuesday, February 15 - Federalism & Intergovernmental Relations

Thursday, February 17 - TBD

**READING WEEK - no classes on Tuesday, February 22 & Thursday, February 24

Section 3: Canada’s Practice of Public Administration

Tuesday, March 1 - MIDTERM REVIEW

Thursday, March 3 - MIDTERM EXAM

Tuesday, March 8 - Canadian and American Systems of Public Administration: Similarities and Differences
  • PJ O’Rourke, The Parliament of Whores (available on WebCT)

Thursday, March 10 - Lobbyists, the Private Sector and Government
  • Savoie: Chapter 6 (p.103-120 only)
  • Siegel & Rasmussen: Chapter 11 (Dutil & McConkey, “The Road to NGO: the Transformation of the Institute of Public Administration”)

Tuesday, March 15 - New Public Management
  • Johnson: 10.1 (p.528-544)
  • Savoie: Chapter 5 (p.83-102)
  • Siegel & Rasmussen: Chapter 1 (Peter Aucoin, “New Public Management and New Public Governance: Finding the Balance”)

Thursday, March 17 - Media and Administration
  • Johnson: 10.2 (p.545-552)
  • Savoie: Chapter 9 (p.206-244)
  • Marshall McLuhan, The Playboy Interview (available on WebCT)

Tuesday, March 22 - Human Resources and Meritocracy in Canadian Public Administration
  • Johnson: 8.2, 8.3, 8.4, 8.5, 8.6 (p.444-482)

Thursday, March 24 - Ethics and Values in Public Administration
• Johnson: 11.1, 11.2 (p.587-610)
• Siegel & Rasmussen: Chapter 5 (J.I. Gow, “Between Ideals and Obedience: A Practical Basis for Public Service Ethics”)

Tuesday, March 29- Regulation
• Additional Reading: available on WebCT

Thursday, March 31- Accountability, the Office of the Auditor General and the Sponsorship Scandal
• Johnson: 11.3, 11.4, (p.611-626)
• Savoie: Chapter 10 (p.245-283)
• Siegel & Rasmussen: Chapter 2 (Paul G. Thomas, “The Swirling Meanings and Practices of Accountability in Canadian Government”)

Tuesday, April 5- E-government
***FINAL PAPER DUE TODAY
• Savoie: Chapter 6 (p.120-131)
• Siegel & Rasmussen: Chapter 8 (Borins & Brown, “E-consultation: Technology at the Interface between Civil Society and Government”)

Thursday, April 7- Summary & Conclusions; Final Exam Review