



POLITICAL SCIENCE - 3P98 Public Sector Management - Fall 2017

Instructor: Joanne Heritz PhD

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Office: Plaza 344

Office Hours: Tuesday 1100-1200 or by appointment

Lecture: Tuesday & Thursday 1000-1100 WH 327

Seminar 1 – Tuesday 1300-1400 MCC403 – J Heritz

Seminar 2 – Monday 1100-1200 PL411 – J Sykes

Please Note:

Students are asked to consult Sakai on a regular basis to keep up to date on announcements and information regarding this course.

Course Description:

Governments are under increased pressure to produce and deliver public services while facing challenges that include financial constraints, evolving demands and social complexities. This course aims to present these challenges, while also providing an overview of the machinery of government that includes management issues in public sector organizations, including budgeting, management of human and financial resources, ethics and values, and policy implementation. Students will be exposed to key debates in contemporary public sector management.

Learning Objectives/Outcomes:

By the end of this course students will be able to:

- Identify theories of organizational and administrative behaviour in the public sector.
- Critically analyze topical debates and challenges within public administration.
- Formulate arguments and pose questions that demonstrate critical thinking;
- Effectively lead and contribute to seminar discussions;
- Research, critically analyze, and write on aspects of public sector management in Canada.

Required Text – Available from Bookstore:

Kernaghan, Kenneth and John Langford. 2014. *The Responsible Public Servant*. Second Edition. Toronto: Institute of Public Administration of Canada.

Assigned Readings: Journal Articles are found in Sakai POLI 3P98 under the heading Resources

Course Evaluation:

Seminar Participation and Leadership	20%
Weekly Seminar Submissions	20%
Research Paper	30%
Test One - Midterm - October 26	15%
Test Two – Final – November 28	15%

Relationship between attendance and grades:

Students are expected to attend all classes and must submit all assignments in order to pass the course.

Seminar Participation and Leadership 20%

Students should attend each seminar, read all assigned materials, engage critically with the material, and actively participate in the discussion. Participation evaluation for this course is based on three components:

- Attendance – weekly attendance in seminar is mandatory as the seminar grade is based on attending the discussion. Students unable to attend are required to notify the TA or professor, preferably before the missed seminar.
- Active, thoughtful, and respectful engagement in group discussions focusing on the assigned readings.
- Seminar leadership: each week one (or more) students will be responsible for leading the seminar discussion. This requires facilitating the discussion by: defining and clarifying core concepts and terms; discussing the central arguments; addressing important issues by posing questions related to the assigned readings; and allowing students to pose their questions.

Weekly Seminar Submissions 20% - Due in Seminar Starting September 18

Students are required to bring to seminar a hard copy, approximately one page in length, that includes a critical analysis of the assigned readings and it should also include one question from each of the readings. Your submission will be collected at the end of each seminar. Submissions will not be accepted after seminar without documentation.

Questions should be critical in nature, and should reflect an effort to evaluate, analyze or synthesize the course material. They should not be simple questions that generate a yes/no, or informational response. They are intended to reflect your thoughtful consideration of the material assigned to generate a class discussion, and as such you should be prepared to pose and discuss your questions in seminar.

Research Paper – 30% - Due December 5 Submitted to Sakai (Assignments)

Students will choose their research essay topic from material covered in this course. The paper should be 3,000 words (10-12 pages double-spaced) in length and is due December 5, submitted to Turnitin via Sakai 3P98 Assignments. Departmental penalties will apply (see below) and papers will not be accepted after December 12 unless they have documentation. Students are strongly

encouraged to meet with their Instructor or TA to discuss their essay topics and research strategies. More information regarding the research paper will be provided in class.

Test One (October 26) 15% and Test Two (November 28) 15%

There will be two in-class tests. The first test will be on October 26 and will cover the course material, lectures and presentations to date. The second test will be on November 28 and will cover the course material, lectures and presentations for the second half of the course. Students will be graded on their ability to analyze and comprehensively synthesize the material covered in the course.

I. Introduction

1-September 7 – September 12

Introduction – Public Sector Management

Kernaghan, Kenneth. *A Special Calling: Values, Ethics and Professional Public Service*:
<http://www.tbs-sct.gc.ca/rp/scv-eng.pdf>

II. Ethics and the Public Service

2-September 14 – September 19

Responsibility of Public Servants

Denhardt, Robert B. and Janet Vinzant Denhardt. 2000. “The New Public Service: Serving Rather than Steering.” *Public Administration Review*. 60(6): 549-559.

Kernaghan, Kenneth. 1984. “The conscience of the bureaucrat: Accomplice or Constraint?” *Canadian Public Administration*. 27 (4): 576-591.

Seminar-Text: Chapter 1: “Taking Personal Responsibility.”

Seminars begin on September 18

3-September 21 – September 26

Ethical Decision-Making

Text: Chapter 2: “Making Defensible Decisions.”

Heintzman, Ralph. 2007. “Public Service Values and Ethics: Dead End or Strong Foundation?” *Canadian Public Administration*. 50 (4): 573-602.

Seminar-Text: Chapter 3: “Acting in the Public Interest.”

III. Policy Management

4-September 28 – October 3

Policy Creation

McDaniel, Susan and Paul Bernard. 2011. “Life Course as a Policy Lens: Challenges and Opportunities.” *Canadian Public Policy*. 37 (S): S1-S13

McDonald, Lynn. 2011. “Examining Evictions through a Life-Course Lens.” *Canadian Public Policy*. (S): S115-S133.

Siemiatycki, Matti. 2015. “Public-Private Partnerships in Canada: Reflections on twenty years of practice.” *Canadian Public Administration*. 58(3): 343-362.

Seminar - Text: Chapter 5: “Conflict of Interest.”

5-October 5 – October 17

October 9 - 13 Fall Break – No Classes

Service Delivery

Kernaghan, Kenneth. 2014. "Digital dilemmas: Values, ethics and information technology." *Canadian Public Administration*. 57(2) (June 2014): 295-317.

McNutt, Kathleen. 2014. "Public engagement in the Web 2.0 era: Social collaborative technologies in a public sector context." *Canadian Public Administration*. 57(1) (March 2014): 49-70.

Seminar: Service Delivery and the Voluntary Sector

Murray, Karen Bridget, Jacqueline Low and Angela Waite. 2006. "The voluntary sector and the realignment of government: A Street-level study." *Canadian Public Administration*. 49 (3) (Fall 2006): 375-392.

IV. Leadership in the Public Service

7-October 19 – October 24

Leadership

Siegel, David. 2010. "The Leadership Role of the Municipal Chief Administrative Officer." *Canadian Public Administration* 53(2): 139-161.

Van Wart, Montgomery. 2003. "Public-Sector Leadership Theory: An Assessment." *Public Administration Review*. 63(2): 214-228.

Seminar: Privacy and Transparency

Text: Chapter 6: "Confidentiality, Transparency and Privacy Protection."

8-October 26 – October 31

TEST ONE – In Class – 26OCT

Managing Employees

Text: Chapter 7: "The Accountable Public Servant."

Seminar: Ethical Behaviour

Chapter 8: "Managing Ethical Behaviour."

V. Politics and Public Service

9-November 2 – November 7

Political Neutrality & Partisanship

Craft, Jonathan. 2015. "Conceptualizing the Policy Work of Partisan Advisors." *Policy Sciences Journal*. 48 (2): 135-158. DOI 10.1007/s11077-015-9212-2

Craft, Jonathan. 2013. "Appointed political staffs and the diversification of policy advisory sources: Theory and evidence from Canada." *Policy and Society*. 32(3): 211-223.

Harperman, A Protest Song <https://www.youtube.com/watch?v=Ei50IM6ab1c>

Seminar: Boundaries and Neutrality

Text: Chapter 4: "The Politically Neutral Public Servant."

November 6 - Last date for withdrawal without academic penalty.

10-November 9 – November 14

Inclusiveness & Public Administration

Lewis, Gregory B. and Eddy S. Ng. 2013. “Sexual orientation, work values, pay, and preference for public and non-profit employment: Evidence from postsecondary students.” *Canadian Public Administration*. 56(4): 542-564.

Nelles, Jen and Christopher Alcantara. 2011. “Strengthening the ties that bind? An analysis of aboriginal-municipal inter-governmental agreements in British Columbia.” *Canadian Public Administration*. 54(3): 315-334.

Seminar: Gender

Paterson, Stephanie. 2010. “What’s the problem with gender-based analysis? Gender mainstreaming policy practice in Canada.” *Canadian Public Administration*. 53(3): 395-416.

VI. Budgeting

11-November 16 – November 21

Budgeting and Management

Atkinson, Michael M., Haizhen Mou and Peter Bruce. 2016. “Fiscal rules in the Canadian provinces: Abject failure or qualified success?” *Canadian Public Administration*. 59(4): 495-515.

Shepherd, Robert. 2011. “Departmental Audit Committees and Governance: Making Management and Accountability the Priority from the Top Down.” *Canadian Public Administration*. 54(2): 277-304.

Seminar: Attracting and retaining staff

Treasury Board of Canada Secretariat. 2014. *Public Service Employee Survey: Summary Report*. <https://www.canada.ca/content/dam/canada/tbs-sct/migration/psm-fpfm/modernizing-modernisation/pses-saff/dr-rd-eng.pdf>

12-November 23 – November 28

Public Consultation

Culver, Keith and Paul Howe. 2004. “Calling all citizens: The challenges of public consultation.” *Canadian Public Administration*. 47(1): 52-75.

Mao, Yuping and Marco Adria. 2013. “Deciding who will decide: Assessing random selection for participants in Edmonton’s Citizen Panel on budget priorities.” *Canadian Public Administration* 56(4): 610- 637.

Seminar: Course Review

TEST TWO – In Class – NOVEMBER 28

13 –November 30 - December 5

Essay Writing Workshop – NOVEMBER 30

Essays Due – DECEMBER 5

Academic Policies

Academic Integrity:

Academic misconduct is a serious offence. The principle of academic integrity, particularly of doing one's own work, documenting properly (including use of quotation marks, appropriate paraphrasing and referencing/citation), collaborating appropriately, and avoiding misrepresentation, is a core principle in university study. Students should consult Section VII, "Academic Misconduct", in the "Academic Regulations and University Policies" entry in the Undergraduate Calendar, available at <http://brocku.ca/webcal> to view a fuller description of prohibited actions, and the procedures and penalties.

Plagiarism software:

This course may use Turnitin.com, phrase-matching software. If you object to uploading your assignments to Turnitin.com for any reason, please notify the instructor to discuss alternative submissions.

Intellectual Property Notice:

All slides, presentations, handouts, tests, exams, and other course materials created by the instructor in this course are the intellectual property of the instructor. A student who publicly posts or sells an instructor's work, without the instructor's express consent, may be charged with misconduct under Brock's Academic Integrity Policy and/or Code of Conduct, and may also face adverse legal consequences for infringement of intellectual property rights.

Academic Accommodation:

As part of Brock University's commitment to a respectful work and learning environment, the University will make every reasonable effort to accommodate all members of the university community with disabilities. If you require academic accommodations related to a documented disability to participate in this course, you are encouraged to contact Student Accessibility Services in the Student Development Centre (4th floor Schmon Tower, ex. 3240). You are also encouraged to discuss any accommodations with the instructor well in advance of due dates and scheduled assessments.

Academic Accommodation due to Religious Obligations:

Brock University acknowledges the pluralistic nature of the undergraduate and graduate communities such that accommodations will be made for students who, by reason of religious obligation, must miss an examination, test, assignment deadline, laboratory or other compulsory academic event. Students requesting academic accommodation on the basis of religious obligation should make a formal, written request to their instructor(s) for alternative dates and/or means of satisfying requirements.

Medical Exemption Policy:

The University requires that a student be medically examined in Health Services, or by an off-campus physician prior to an absence due to medical reasons from an exam, lab, test, quiz, seminar, assignment, etc. The Medical Certificate can be found at: <http://www.brocku.ca/health-services/policies/exemption>

Mental Health Support Services

Confidential Personal Counselling on Campus

- To make an appointment to see a counsellor call 905-688-5550 extension 4750 during regular
- office hours (8:30 - 12:00, 1:00 - 4:30) or visit the Student Development Centre (ST400)
- during office hours.
- <https://brocku.ca/personal-counselling>

Student Justice Centre

A space safe on campus that provides listening, support, and referral services. Services are available Monday through Friday 9:00-5:00 (TH252A) by appointment or drop in.

www.brocksjc.ca

I.M. Well App

The I.M. Well app aims to address the stigma surrounding mental wellness by connecting students to the appropriate services on campus and within the community. This is an educational tool that covers a wide variety of topics such as anxiety, depression, transition and addiction. This app also offers a 24/7 live chat with mental health professionals.

<https://play.google.com/store/apps/details?id=com.eapexpert.iamwell&hl=en>

<https://itunes.apple.com/ca/app/im-well/id1150435727?mt=8>

STATEMENT OF ACADEMIC INTEGRITY

Please read and sign the following statement, and submit this sheet with your paper. Your paper will not be graded until you have submitted this form.

I, the undersigned, confirm that I understand that all the following constitutes academic misconduct according to Brock University's policy on academic misconduct, which in turn is consistent with general academic practice:

- Quoting someone's words without using quotation marks
- Quoting someone's words without acknowledging the source
- Citing someone else's ideas in my own words but without citing the source
- Using someone else's organization of ideas
- Allowing someone else the opportunity to borrow material from my paper (e.g., by letting them have access to my paper when they are writing their own paper)
- Writing the paper for another student, or doing some of the work for them (such as, but not limited to, reading the articles for them and providing them with notes on the articles)
- Allowing someone else (or paying someone else) to write part or all of my paper, or do some of the work for me. The exceptions to this are that it is acceptable to allow someone to type the paper for me or make editorial comment on it. However, if someone types the paper for me, or if I incorporate an editorial suggestion, and there are errors in the typing or the suggestion was misguided, I take full responsibility for those errors.
- Submitting this work to another course without both instructors' permission.

I confirm that I have not done any of the above forms of academic misconduct.

Name (please print): _____

Signature: _____

Date: _____