

Introduction To Canadian Public Administration
POLI / LABR / COMM 2Q98
Winter 2022

Prerequisite(s): one of one POLI credit numbered 1(alpha)90 to 1(alpha)99, COMM 1F90, LABR 1F90, 1F99, 1P95 or permission of the instructor.

Instructor: Tim Fowler, PhD
Email: tfowler@brocku.ca

Lecture: Mon, 4 - 6pm, STH 217
Office hrs: Appointment via MS Teams (see below)

Seminar 1	Tue, 4p - 5p	J205
Seminar 2	Fri, 1p - 2p	C400
Seminar 3	Thr, 1p - 2p	A323
Seminar 4	Wed, 1p - 2p	PLZ 308

INTRODUCTION

This course is designed to provide students with an introduction to the structures, processes, and debates in public administration in Canada. We will look at the role of public administration within the Canadian political system, discuss the forms of organizations and the processes of organizational change within the public service, and look at the types of accountability and oversight that exists within Canadian public administration. We will also discuss public servants, and their unions, themselves. This course is designed to be a survey or introductory course to the field of Canadian public administration, to prepare you for upper year courses in public administration.

Lectures and Seminars will be delivered in person. Given the nature of the gradual return to campus, office hours will be held via MS Teams. Students should feel free to email the instructor to set up a time to meet via Teams.

Course Modification Statement: The instructor and university reserve the right to modify elements of the course during the term. The university may change the dates and deadlines for any or all courses in extreme circumstances. If either type of modification becomes necessary, reasonable notice and communication with the students will be given with explanation and the opportunity to comment on changes. You are expected to check your Brock email and the course websites at least once a day for important course and university communications.

REQUIREMENTS AND GRADING SCHEME

Final Exam	35%	Scheduled by the registrar, during April exam period
Short Critical Paper	15%	Feb 7 th , 4pm
Term Paper	35%	Mar 21 st , 4pm
Seminar	15%	Ongoing through the term

All assignments must be submitted via the Assignments tool on Sakai. Late assignments will be penalized 5% per day (or part thereof). No assignment will be accepted seven days past the due date.

Please note: the nature of evaluations in the social sciences means that most of your classes will have some form of culminating assignment, like a term paper, due in the final two weeks of classes. “All my papers are due this week” is not acceptable grounds for an extension on written work, and requests of this nature will be ignored. It is in your best interest to begin planning out your term now.

The WEEKLY SEMINAR involves the discussion of course material for the week. Each week will have a reading and it is expected that students will have read the reading before seminar. A quality contribution to seminar involves reading all required materials, making thoughtful and relevant comments, being courteous to classmates and respectful of opposing viewpoints. Students are encouraged to bring to class songs or other examples that illustrate that week’s content. Students who attend seminars but do not contribute to discussion should not expect a passing grade for seminar participation.

Social science involves a good deal of discussion of opposing viewpoints. Students are reminded to be respectful of those with whom they disagree. That said, language and comments which are sexist, racist, homophobic, transphobic, speciesist, or which discriminates on the base of age or ability will not be tolerated.

It is the Student’s responsibility to ensure they have signed the attendance sheet for each seminar they are present. Cell phones are not permitted during seminar. Students who insist on texting or using social media during seminars will be asked to leave.

For the SHORT PAPER, students need to watch the movie “I, Daniel Blake,” available through Kanopy, a streaming service accessible through the Library (link on Sakai). This film, which won the British Academy of Film and Television Arts (BAFTA) Award for Outstanding British Film in 2017, is related to many of the core questions of public administration. **In 4 - 6 pages**, you should provide a critical analysis of this movie. The paper should not be about whether you like the film or not. It should not be a summary of the film. The point of the assignment is to connect the major themes of the film with issues of public administration as discussed in this class. For example, how does the state and the bureaucracy appear to members of the public? What is the role of civil servants? How does the state manage and control civil servants? Who are civil servants accountable to? Should the public be viewed and treated as clients, consumers, tax-payers or citizens?

This is not a research essay, but you should refer to other course materials and incorporate them into your paper. You may also use outside materials, this is not required, nor is it discouraged.

For the TERM PAPER, students should write an **8 - 10 page** on one of the topics of their choosing, in the style of an argumentative research essay. The essay should have a clearly presented thesis, from which the argument flows naturally. You are expected to consult no less than **seven peer-reviewed academic sources** *not* including the assigned readings for this course. The essay mark will be based on the logic of your argument, the clarity of your writing, and the evidence you present to support your thesis.

The first task in your term paper is to lay out a clear thesis and central argument. Your paper will be evaluated on your thesis statement (the clarity and feasibility thereof), the quality of your research and presented evidence, and the quality of your writing. A good paper will have a logical flow to it, and an argument that follows clearly from the central thesis statement. An excellent paper will also link your particular topic / case study to a larger body of theoretical work. You should also read the guidelines for grammar and style in the course outline - part of your grade will be based on your writing style.

Term Paper Topics:

1. Is the concept of “public service neutrality” outdated?
2. How has the role of the Auditor General changed over time? What best describes the current role of the Auditor General?
3. In an era of the internet and social media, what are the acceptable limits, if any, of public servant’s online activity & communication?
4. How has collective bargaining in the public service changed? What is the current state of labour relations in the public service?
5. What challenges does the nature of Canadian federalism present to Canadian public administration?
6. Should whistleblowing be encouraged in the public service? Does Canada need to strengthen its protection for whistleblowers in the federal public service?
7. How has the growth of E-Government changed Canadian public administration? What is the appropriate role for E-Services / E-Government?
8. What have been the administrative challenges of cannabis legalization in Canada? How were they dealt with?

The FINAL EXAM will cover material presented in both the lecture and the course readings. Please note that the readings are designed as a starting point for the week’s material, and that lecture will invariably cover topics not in the readings. Thus, it is critical that students attend lecture if they hope to pass the final exam.

A NOTE ON TECHNOLOGY IN LECTURE

Electronic devices are *strongly* discouraged. Laptops are distracting to other students and result in lower grades for the user. I reserve the right to ask you to turn off and put away your laptop if you are not using it to take notes. I am especially concerned how the inappropriate use of laptops may distract other students nearby. Any student being negatively affected by such rude behavior is urged to contact me. The source of student complaints will be kept confidential. Cell phones are prohibited during lecture. Please turn them off during lecture. Students who use their phones will be asked to leave the class.

ON WRITTEN ASSIGNMENTS

Papers for undergraduate writing *do not* include abstracts - these are reserved for published, peer-reviewed works. Do not include an abstract, unless explicitly instructed to do so, with your written work. The following technical requirements exist for all written components of this course: 12 point font, one inch margins, and double spaced text. All written assignments *must* use a recognized academic citation style for their assignments - Chicago, APA, or MLA. If you

use an 'in text' citation system, you *must* reference specific page numbers in your citations - an author / date citation is not sufficient. Students who do not conform to these instructions risk a penalty to the grade of their written work.

Students should also consult the appended "term paper guidelines" for some simple rules, that will be enforced come marking time, on how to write a proper term paper.

POLICY ON MARKING, REMARKING AND EXTRA CREDIT

You will find that I have very limited enthusiasm (read: none) for grade negotiation. Remarking only happens in the case of some kind of "technical" error during grading - the person marking your paper forgot to read a page of the paper, or some other similar outlier. I am always willing to talk with you about your grades or tips for doing well on any assignment in the course. However, assigning grades is not a process of bargaining and negotiating. The grade I report to the registrar is the grade you earn based on the items listed in the course syllabus. As per university policy, any concerns about your grade in the course need to be brought to my attention before appealing to the department chair.

After the TA or instructor has provided feedback on an assignment, students should wait 24 hours before contacting the marker with follow-up questions. However, they should wait no longer than seven days, so that any questions can be resolved quickly and without unnecessary problems. Please don't 'jump the queue' when it comes to remarking. If your TA marked the assignment in question, contact your TA first for a remark. You should approach them with a brief paragraph on *why* you feel your paper was marked incorrectly, and why it should be remarked. Only after your TA has remarked the assignment in question is it appropriate to contact the course instructor. A form to request remarking has been posted to the Sakai site. A signed version of this form should be submitted with the original paper to the course instructor.

There will be no opportunity to make up extra credit in this course, there will be no alternative assignments offered for this course (except, of course, in the case of those assignments arranged through the SAS centre), nor will there be 'make-up' assignments for missed seminars, missed papers, etc. Please keep in mind that "I need a higher grade to keep my scholarship," "I need a higher grade to maintain my eligibility," "I need a higher grade to graduate," or "I need a higher grade to get into my major" are not valid reasons for extra credit or make up assignments. Requests of this nature will simply be ignored. Please keep this in mind during the course. You will have ample opportunities to receive a very high grade in this course, assuming you avail yourself of all the resources present: attend lecture, do your readings, visit the office hours of the teaching team or send emails to us when you need help.

ACADEMIC MISCONDUCT

Brock University takes academic misconduct very seriously. Academic misconduct includes plagiarism, which involves presenting the words and/or ideas of another person as if they were your own, and other forms of cheating, such as using crib notes during tests and exams, or fabricating data for a lab assignment.

Assignments which feature plagiarized material in whole or in part will automatically receive a

grade of “0,” and the Brock University procedures for addressing academic misconduct will be initiated by the instructor. **It is essential that students be aware that personal or academic circumstances (eg. spring graduation) will have absolutely no bearing on the lecturer’s decision to pursue cases of plagiarism.**

It is imperative that students be familiar with Brock University’s current Academic Regulations and University Policies, especially Section VII pertaining to 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. Information on what constitutes academic integrity is available at <https://brocku.ca/academic-integrity/>

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 DUE TO RELIGIOUS OBLIGATIONS

If you require academic accommodation on religious grounds, you should make a formal, written request to your instructor(s) for alternative dates and/or means of satisfying requirements. Such requests should be made during the first two weeks of any given academic term, or as soon as possible after a need for accommodation is known to exist.

ACCOMMODATION DUE TO VIOLENCE OR HARASSMENT

If you have been affected by sexual violence, the Human Rights & Equity Office offers support, information, reasonable accommodations, and resources through the Sexual Violence Support & Education Coordinator. For information on sexual violence, visit Brock’s Sexual Assault and Harassment Policy or contact the Sexual Violence Support & Response Coordinator at humanrights@brocku.ca or 905 688 5550 ext. 4387. If you feel you have experienced discrimination or harassment on any of the above grounds, including racial, gender or other forms of discrimination, contact the Human Rights and Equity Office at humanrights@brocku.ca.

A NOTE ON ACCOMMODATION AND EXTENSIONS

With respect to due dates for assignments and missing seminars, I am more than willing to grant extensions or excused absences, respectively, for illness, bereavement, bona fide emergencies, or other acceptable academic reasons, including registration with SAS. When you miss an assignment or seminar, please contact me as soon as possible - before hand, if possible. We will be able to work out an alternate arrangement.

Extensions or makeup/alternate may be granted in exceptional cases of medical difficulty or for equivalent compassionate reasons, with supporting documentation, provided that this policy is followed. I recognize students' challenges and that there can be legitimate and unexpected hurdles, so strive to accommodate reasonable requests. Please discuss any difficulties with me

directly in advance and as soon as possible (email or in-person).

Any requests for make up assignments or extensions sent within a 24 hour window prior to the due date or start time of the assessment in question will only be granted in exceptional circumstances. I reserve the right to request an electronic copy of any work on the assignment in question completed so far. Requests for an extension received within the 24 hour window will not be considered if the final assignment is not close to complete.

Extensions/makeup tests/assignments are not guaranteed and must be properly requested and approved. You cannot simply miss an assessment, submit the documentation, and assume that a retroactive extension will be granted. If you are genuinely physically incapable of composing a basic email request informing me of the issue and asking for an extension or alternate prior to the assessment, and thus send a request after the assessment has commenced/was due, the individual particulars will be considered; you are to contact me as soon as possible. If you are physically capable of emailing in advance but do not do so your request for an extension or alternate will not be considered.

The format and due date/timing of any alternates or extensions is determined by the professor. Alternate or extra assignments will not be created as a result of a low mark. Do not make assumptions, claim ignorance, or try to abuse this policy.

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).

Students should discuss all known accommodations with the instructors during the first two weeks of the term.

MEDICAL EXEMPTION POLICY

You must, as soon as practicable, inform your instructor(s) of your inability to complete your academic work. If you require academic accommodation because of an incapacitating medical condition, 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 a test, quiz, seminar, assignment, etc. The Medical Certificate can be found at: <https://brocku.ca/registrar/wp-content/uploads/sites/45/Medical-Certificate.pdf> and it must be used and filled out accurately and in full. A scan or clear photo of this form should be sent as soon as it is obtained and the hard copy must be provided to me no more than three days after the end date of the illness or issue specified by the health professional on the form. If you are unable to write a scheduled examination due to an incapacitating medical condition, you must follow the process set out in the Faculty Handbook III:9.4.1.

MENTAL HEALTH SUPPORT SERVICES

If you are experiencing mental health concerns, contact the Student Wellness and Accessibility

Centre. Good2Talk is a service specifically for post-secondary students, available 24/7, 365 days a year, and provides anonymous assistance: <http://www.good2talk.ca/> or call 1-866-925-45454.

For information on wellness, coping and resiliency, visit:
<http://brockmentalhealth.ca/mental-well-being/>.

CONTACT PROTOCOL

You should not address your instructor by their first name, unless you have explicit permission to do so. Please address your instructor as "Professor" or "Dr." The instructor and teaching team will only respond to emails from Brocku email accounts. Note that the instruction team only responds to emails - we do not, for example, respond to direct messages on Teams, Sakai, etc. The instruction team will not respond to emails that are rude or inappropriate.

The lecturer and the teaching assistants have set aside office hours to meet with students to discuss course material. These office hours are some of your best resources for consulting with the instruction team. If you cannot meet during the office hours, feel free to send an email to the appropriate person, but please keep the following simple rules for email etiquette in mind:

- Please indicate your full name and course code in the email. Many of us are on teaching teams for many different courses.
- At a minimum, include an appropriate salutation in your email
- Emails must be written in proper English. Students will be asked to revise, edit and re-send emails that do not meet minimum standards of grammatically correct English.
- All communication to the teaching team should come from your Brock email address
- Please allow for a minimum of 48 hours for turnaround on emails

COURSE TEXTS

Paul Barker & Tim A. Mau. *Public Administration in Canada, Second Edition*. Toronto: Nelson. 2017.

All other readings can be found on Sakai. Many of the seminar readings are IPAC Case Studies. While these will form the basis of the seminar, students are expected to be prepared to discuss core concepts from the textbook readings of that week as well.

READING & LECTURE SCHEDULE

January 10th: Introduction and the Institutions of Canadian Public Administration
Lecture: Barker & Mau, 1, "What is Public Administration?"
Seminar: "Saskatchewan Goes Smoke-Free"

January 17th: Bureaucracy
Lecture: Barker & Mau, 3, "Public Administration and Organizational Theory: The Structural Foundation," Barker & Mau, 4, "Public Administration and Organizational Theory: The Humanistic Response and Beyond."
Seminar: "Representative Bureaucracy In Policing"

January 24th: New Public Management

Lecture: Barker & Mau, 5, "Public Administration and Organizational Theory: The New Public Management, Governance, and Beyond."

Seminar: "The LCBO's Shop the World Program"

January 31st: Alternatives to NPM - A New Public Service?

Lecture & Seminar: Donald J Savoie "What Is Wrong With The New Public Management?," *Canadian Public Administration* 38 iss 1 (March 1995).

February 7th: An Overview of the Canadian Public Service

Lecture: Barker & Mau, 6, "Government Departments and Central Agencies," Barker & Mau 7, "Crown Agencies"

Seminar: "Playing Politics with Procurement"

February 14th: Alternative Service Delivery

Lecture: Barker & Mau, 8, "Alternative Service Delivery"

Seminar: "Politics, Service Delivery, and Special Operating Agencies (SOAs)"

February 21st: Reading Week

February 28th: Ethics & Values

Lecture: Barker & Mau, 2, "Values and Ethics in Public Administration"

Seminar: "A Conflict of Loyalties"

March 7th: Ministerial Responsibility & Parliamentary Oversight

Lecture: Barker & Mau, 9, "The Executive and the Bureaucracy" & Barker & Mau 11, "The Legislature and the Bureaucracy"

Seminar: "Four Million Dollar Typo"

March 14th: Public Administration & Public Policy

Lecture: Barker & Mau, 13, "Intergovernmental Administrative Relations."

Seminar: "National Child Benefit: Good Policy or Good Timing?"

March 21st: Public Administration & Public Money

Lecture: Barker & Mau, 17, "The Budgetary Process," and Barker & Mau, 18, "The Management of Financial Resources."

No seminars this week

March 28th: When The State is Your Employer

Lecture: Barker, 15, "The Management of Human Resources," and Barker 16 "Representative Bureaucracy and Employment Equity."

Seminar: Bryan Evans, "When Your Boss is the State: The Paradoxes of Public Sector Work" in Stephanie Ross & Larry Savage, eds., *Public Sector Unions in the Age of Austerity*. Halifax: Fernwood, 2013.

April 4th: Towards a Political Economy of Public Administration

Lecture & Seminar: Ralph Miliband, *The State in Capitalist Society*, Pontypool: Merlin Press, 2009 [1969]. Chapter 5, “Servants of the State.”