

Western University
Department of Political Science
Local Government Management/Administration
Public Administration 9904b – Section 003
Winter 2018
9:00-12:00 and 1:00-4:00 daily

Instructor: David Siegel
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Location: Vaughan City Hall
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Course grading:

Participation	30%
Final examination	35%
Paper	35%

The format of the course combines lectures and seminar discussions. The instructor will present certain concepts or issues in lecture format, then the class will be divided into groups to spend 30-60 minutes discussing ideas covered in the lecture. There will be two or three of these breakout sessions each day.

Course material: There is no textbook or coursepack for the course. All of the readings are available on Owl, except the ones for which a web address is provided.

Participation: The grade for participation will be determined by all aspects of each student's participation in classroom discussion. Students will be evaluated on both the quantity and quality of their participation. You should be able to relate assigned class material and lectures to your real-life experiences.

Final examination: There will be a two-hour examination in class on Friday, March 9, 1:00-3:00. It will cover all the assigned readings in the course, lectures, and classroom discussion. More information about the format of the examination will be discussed in class.

Paper: 10-page research paper based on a topic covered in the course. The main thrust of the paper should be relating some concept discussed in class to a real-life issue facing local government managers. Some possibilities would be: Difficulties in implementing a policy; an ethical dilemma; an issue in council-staff relations. The proposed topic must be discussed with and approved by the instructor before the student begins work on the paper. **Due: Friday, March 30, 2018, 11:59 PM.** There will be a penalty of 2 marks per day (out of 100) for late papers. Papers will not be accepted after April 13, 2018, 11:59PM and a grade of zero will be

assigned, unless special arrangements are made. Papers must be submitted to Owl in Word format. I will be using trackchanges to make comments, so do not submit papers in pdf format.

Statement on academic offences: Scholastic offences are taken seriously and students are directed to read the appropriate policy, specifically, the definition of what constitutes a Scholastic Offence, at the following Web site:

http://www.uwo.ca/univsec/handbook/appeals/scholastic_discipline_grad.pdf. All required papers may be subject to submission for textual similarity review to the commercial plagiarism-detection software under license to the University for the detection of plagiarism. All papers submitted for such checking will be included as source documents in the reference database for the purpose of detecting plagiarism of papers subsequently submitted to the system. Use of the service is subject to the licensing agreement, currently between The University of Western Ontario and Turnitin.com (<http://www.turnitin.com>).

Course readings:

Friday, January 12 – Management in the Public Sector

Denhardt, Janet V., and Robert B. Denhardt, *The New Public Service: Serving, not Steering* (Armonk, N.Y.: M.E. Sharpe, 2003), chapter 2 (pp. 25-43).

Mintzberg, Henry, "Managing," in Henry Mintzberg and Jacques Bourgault, eds. *Managing Publicly* (Toronto: Institute of Public Administration of Canada, 2000), pp. 13-28.

Moore, Mark H., *Recognizing Public Value* (Cambridge, Ma.: Harvard University Press, 2013), chapter 2 (pp. 72-131).

Friday, January 26 – Council-staff relations

Council-staff relations: Some short vignettes.

Mouritzen, Poul Erik, and James H. Svara, *Leadership at the Apex: Politicians and Administrators in Western Local Governments* (Pittsburgh: University of Pittsburgh Press, 2002), pp. 23-46.

Siegel, David, "Politics, Politicians, and Public Servants in Non-Partisan Local Government," *Canadian Public Administration*, vol. 37, no. 1 (Spring 1994), pp. 17-30.

Siegel, David, "The Public Service Bargain in Local Government: A New Way of Looking at Relations between Council and CAOs," *Canadian Public Administration*, vol. 58, no. 3 (September 2015), pp. 406-25.

Friday, February 9 – Leadership

Rost, Joseph C., *Leadership for the Twenty-First Century* (Westport, Ct.: Praeger, 1993), chapter 5 (pp. 97-128).

Siegel, David, *Leaders in the Shadows* (Toronto: University of Toronto Press, 2015), pp. 79-115 and 233-81.

Van Wart, Montgomery, *Dynamics of Leadership in Public Service*, 2nd ed. (Armonk, NY: M.E. Sharpe, 2011), chapter 1 (pp. 3-37).

Friday, February 23 – Ethics and values

Canada, “Values and Ethics Code for the Public Sector”

<http://www.calgary.ca/cfod/hr/Pages/Code-of-Conduct/Code-of-Conduct-Policies.aspx>

Go to the above site and explore how the City of Calgary presents this information. In particular, click on these links and familiarize yourself with the content:

Acceptable Use of City Technology Policy

Conflict of Interest Policy

Freedom of Information and Protection of Privacy Act

Social Media, Media Relations and Public Statements Policy

Respectful Workplace Policy

Substance Use Policy

Kernaghan, Kenneth, “The emerging public service culture: values, ethics, and reforms,”

Canadian Public Administration, vol. 37, no. 4 (1994), pp. 614-30.

The Honourable Madam Justice Denise E. Bellamy, Commissioner, *Toronto Computer Leasing Inquiry: Toronto External Contracts Inquiry: Report: Volume 4: Executive Summary* (City of Toronto, 2005).

https://www1.toronto.ca/inquiry/inquiry_site/report/pdf/TCLI_TECI_Report_Executive_Summary.pdf

This is a long document, but it is an interesting and easy read. You do not have to be familiar with all the details, but we will be discussing it in seminar from the standpoint of determining what were the major problems, and how could they have been prevented.

Friday, March 9 – Implementation, service delivery, and citizen engagement

Hood, Christopher C., *The Tools of Government* (Chatham, N.J.: Chatham House Publishers, Inc., 1986), pp. 1-15; 132-52.

Kernaghan, Kenneth, and David Siegel, *Public Administration in Canada*, 4th ed. (Scarborough, On.: ITP Nelson, 1999), pp. 294-315.

Phillips, Susan D., and Katherine A. Graham, “Conclusion: From Public Participation to Citizen Engagement,” in Katherine A. Graham and Susan D. Phillips, eds., *Citizen Engagement: Lessons in Participation from Local Government* (Toronto: The Institute of Public Administration of Canada, 1998), pp. 223-40.

1:00-3:00 Exam