

PMPA 809 2019-20

Management in the Public Sector

Implementing and Sustaining Public Policy

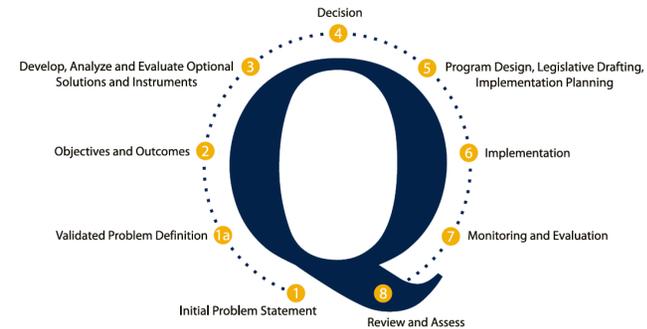
Published: 20 August 2019: Later Sections Subject to Modification

Learning Objectives

This course contributes to your journey through the Policy and Delivery Roadmap that guides our thinking about public policy and delivery at Queens School of Policy Studies. It takes the view that public sector management has two broad tasks: implementing and sustaining public policy. Therefore, the first half of the course will focus on implementation issues and the second on the tools of sustaining public organizations

It is the objective of this course that, at the end, the student will be to:

- Situate public management in the context of policy analysis and design, democratic values and democratic institutions to ensure the delivery of public value.
- Think about management in an integrated way through the application of a framework for assessing how to implement the delivery of public goods and sustain their delivery within public sector values.
- Understand and assess the implications of managing through various delivery instruments, sustaining the public sector values inherent and assessing the optimal instrument choice.
- Assess, mitigate and manage risk in management.
- Understand key public sector management challenges such as accountability, managing with partners in an increasingly complex array of organizational service delivery systems and the changing landscape of management technique.



Policy and Delivery Roadmap



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Approach to Learning

This is a survey-type course as the subject is very broad and we have only so much time. The objective is to learn through relating the ideas and theory to real life situations that will be integrated through guest, case studies and sharing your experiences. To that end, the course will be a mix of:

- Lectures, with a strong orientation towards discourse during them: this will demand that we recognize that, for the most part, lectures are not about getting to final slide, but rather finding ways to integrate the overall ideas through dialogue,
- Stories, yours and mine: we will do our best to relate concepts to the real world of work and management,
- Case studies and case exercises: you can expect lots of discussion in class on cases and the “what would you do?” type question,
- Readings and other resources designed to stimulate thinking,
- Assignments that require you to apply the theoretical to the practical, and
- Having fun through working together, sharing and hopefully finding more than a few insights of your own.

Please note: All lectures are created as PowerPoint presentations and will be available to you in advance of the class. They are intended to anchor the presentation, discussions and exercises. We will not be playing PowerPoint karaoke in a rush to finish every slide. The learning objectives are best met when we explore ideas collectively. My job is to keep us on focus. Your job is to review the material in advance so that you can participate.

Statement on Academic Integrity

Academic integrity is constituted by the five core fundamental values of honesty, trust, fairness, respect and responsibility (see <http://www.academicintegrity.org>). These values are central to the building, nurturing and sustaining of an academic community in which all members of the community will thrive. Adherence to the values expressed through academic integrity forms a foundation for the “freedom of inquiry and exchange of ideas” essential to the intellectual life of the University (see the Senate Report on Principles and Priorities <http://www.queensu.ca/secretariat/policies/senateandtrustees/principlespriorities.html>).

Students are responsible for familiarizing themselves with the Academic Integrity Policy of the School of Graduate Studies, available at <http://www.queensu.ca/sgs/forstudents/policiesprocedures/SGSAcademicIntegrityPolicyasofFeb2012.pdf>.

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Departures from academic integrity include plagiarism, use of unauthorized materials, facilitation, forgery and falsification, and are antithetical to the development of an academic community at Queen's. Given the seriousness of these matters, actions which contravene the regulation on academic integrity carry sanctions that can range from a warning or the loss of grades on an assignment or the failure of a course to the rescinding of a degree.

Attendance

You are expected to attend all classes. If you cannot, please let me know in advance. I am fully aware of the professional and family pressures that you must juggle to participate in this program and sympathetic when these clash. However, let me know in advance, as both a courtesy and professional behavior.

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The Course At A Glance

Theme	Session	Planned Date
Introduction		
	Framework for Public Sector Management	October 4, 2019
Implementing Public Policy		
	Implementation Planning & Delivery	October 5, 2019
	Implementation Bounders & Recovery: Phoenix	November 2, 2019
	Implementing Through Others	November 3, 2019
	Implementing in a Fishbowl	November 29, 2019
	Implementation Pivot	January 10, 2020
Sustaining Public Policy		
	Risk, Control & Delivery	November 30, 2019
	People to Deliver	January 11, 2020
	Resources to Deploy	February 7, 2020
	Knowledge, Analytics and the New AI Environment	February 8, 2020
	What Mangers Really Do	March 27, 2020
	The OSAP Case: Tour de course	March 28, 2020

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Note: All readings, case material and assignments unless otherwise indicated, are available on the onQ site.

Date	Section	Readings All readings available on onQ or through hyperlink	Class Activities
Fall Term: Part 1: Implementing Public Policy			
Oct. 4	Introduction to the Course: Putting Policy to Work	Putting Policy to Work: A Framework for Public Management, Andrew Graham Value Chain and Value Model for the Queensland Public Service, August, 2012 Deliverology: From idea to implementation, Michael Barber, Paul Kihn & Andy Moffit	The Political Will Meets the Administrative Won't -Yes Minister The Compassionate Society – basis of assignment.
Oct. 5	Implementation Planning and Delivering	Department of the Prime Minister and Cabinet, Government of Australia, Guide to Implementation Planning, Commonwealth of Australia, 2014. https://www.pmc.gov.au/sites/default/files/files/guide-to-implementation-planning.pdf Katie Burke, Kate Morris & Leona McGarrigle, An Introductory Guide to Implementation, Centre for Effective Services, Ireland, 2012 Laura Dunbar and Julie Savignac, Guide on the Implementation of Evidence-based Programs: What do we know so far?, National Crime Prevention Centre, Public Safety Canada, Ottawa, 2014	
Nov. 1	Implementation Blunders & Recovery: This session will	The Phoenix pay system disaster explained, - Maclean's Magazine, accessible at https://www.macleans.ca/news/the-phoenix-pay-system-disaster-explained/	

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	<p>examine the Phoenix Pay System disaster within the federal public service over the past five years. It will focus on the following elements:</p> <ul style="list-style-type: none"> • The architecture of failure. • Lessons learned. <p>Recovery: what has been learned, has changed and is being done.</p>	<p>Short Statement by the Auditor General of Canada themed <i>Incomprehensible Failures</i> accessible at http://www.oag-bvg.gc.ca/internet/English/parl_oag_201805_00_e_43032.html</p> <p>Lessons Learned Regarding the Transformation of Pay Administration Initiative, Sandy Moir, Goss Gilroy Inc, Oct. 2018, posted in onQ but also available at https://pmiovoc.org/files/637/2018-Symposium/499/OCT24-Sandy-Moir.pdf</p> <p>Supplementary, but really good: "Here's Why All Your Projects are Always Late – and What to Do About It", <i>Freakonomics Radio</i> at http://freakonomics.com/podcast/project-management/ (41 minutes)</p>	
Nov. 2	Implementing through Others: Agencies, Third Parties and Contracting	<p>Janine O'Flynn (2019): Rethinking relationships: clarity, contingency, and capabilities, Policy Design and Practice, DOI: 10.1080/25741292.2019.1621046, available on onQ.</p> <p>Managing Public Service Contracts: Aligning Values, Institutions, and Markets, Trevor L Brown; Matthew Potoski; David M Van Slyke Public Administration Review – available on onQ</p>	<p>Group Discussion: ORNGE: Ornge: Steering And Rowing On a Sinking Ship – available on onQ</p>
Nov. 29	Implementing Policy in a Fishbowl: Navigating Municipal Government	<p>Master Class with Guest: David Szwarc, CAO, Region of Peel : Mr. Szwarc, a graduate of the PMPA program and Distinguished Fellow at the School, is the leader of a large and complex public service in a diverse and growing part of Canada.</p>	<p>The Peel Cases: these will be available in advance of the class and you will be expected to have read them. There will be group discussions</p>

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Nov. 30	Risk Management: Control, Delivery and Innovation	<p>Integrated Risk Management, Implementation Guide, Section 2 – the Business Case, Andrew Graham</p> <p>Conference Board of Canada Brief How Good is Your Organization’s Risk Culture?</p> <p>Christopher Hood on Blame and Risk: YouTube: https://www.youtube.com/watch?v=xMy87HIQShI</p>	Case Discussions: The Risk Cases
Winter Term: Part 2: Sustaining Public Policy			
Jan. 10	Implementation Pivot	A look at how public servants respond to policy shifts inherent in democratic government. Case: Autism, Ontario	
Jan. 11	Having the People to Deliver	<p>Identifying Psychopathic Fraudsters, Interview with Dr. Robert D. Hare and Dr. Paul Babiak, Fraud Magazine, July/August 2008</p> <p>“Why the best hire might not have the perfect resume.”, Regina Hartley, TedTalk at https://www.ted.com/talks/regina_hartley_why_the_best_hire_might_not_have_the_perfect_resume</p> <p>Managing People Managing Performance Good Practice Guide. Government of Southern Australia, available on onQ</p>	
Feb. 7	Resources to Deploy	Financial Management in Canada’s Public Sector, Introduction and Chapter 1, Andrew Graham	Case Pack: What Financial Questions Would You Ask?
Feb. 8	Knowledge, Analytics & the New AI Environment	Guest Dwight McKeown of the Queen’s School of Business on the emergence of data analytics and AI in government.	

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March 27	What Managers Really Do	<p>The Manager's Job: Folklore and Fact and Crafting Strategy, Mintzberg, Henry, YouTube: Great interview with Henry Mintzberg (only 9 minutes): https://www.youtube.com/watch?v=TVBPhCJh-dw</p> <p>The Three Faces of Public Management, Fred Thompson, International Public Management Review , Volume 9 Issue 1 2008</p>	
March 28	The Full Picture: An online, in-class case: OSAP in Ontario	This case, developed by the Ryerson University Leadership Lab, focuses on changes to the Ontario Student Aid Program under the previous government. It is intensely developed with considerable media support. It provides a rich environment in which to do a final tour de force on implementing and sustaining public policy.	

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Assignments and Mark Structure

Mark Structure

Assignments (3)	15
Final Paper	45
Participation	10

Criteria for participation mark:

- Being there in a mindful way
- Engagement with colleagues in group activities
- Evidence that you have read the required readings
- Positive involvement in class discussion and group work

Assignments

Three Short Case Study Assignments: 15 marks each. Cases will be introduced that invite your response from a management perspective.

Maximum length: 800 words or 10 PowerPoint slides. At no time do I want you to summarize or précis the case. Submissions should be focused on your ideas. References to the readings or other literature are useful but not essential.

Due Dates: Submit by the following dates:

- #1: The Compassionate Society: Commentary on Yes Minister episode: Due: Wednesday, Nov. 18, 2018 – end of day
- #2: Bad Cheques: Briefing Note in response to the case: Due: Wednesday, December 30, 2018 – end of day
- #3: Mega-Merger: Briefing Note or PowerPoint: Due: Wednesday, Feb. 24, 2019 - end of day

Final Case Paper: The purpose of the Term Paper is to apply an overall analysis to a complex management case study. This will be posted in February, 2018 and discussed in the March class. You will be expected to prepare a paper which outlines your understanding of the management challenges faced in this situation, the relative risks and opportunities that are presented and the plans of action need to either resolve issues or establish a management approach to improving the situation. You will also be expected to use the readings where useful and appropriate.

Maximum length: 2000 words or 20 pages in PowerPoint.

Term Paper: Due: Wednesday, March 24, 2019 – end of day