

**The University of Western Ontario**  
**Department of Political Science**  
**PS 4904b - Local Government Management**  
**June 4-8, 2012**  
**9:00-12:00 and 1:00-4:00 daily**

Instructor: David Siegel  
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Course grading:

Participation	30%
Final examination	35%
Paper	35%

Please contact [poliscie@uwo.ca](mailto:poliscie@uwo.ca) if you require any information in plain text format, or if any other accommodation can make the course material and/or physical space accessible to you.

The format of the course is lecture and seminar-type discussion. The instructor will present certain concepts or issues in lecture format, then the class will be divided into two groups to spend 30-60 minutes discussing ideas covered in the lecture. One of two people will be asked to be leaders and will report back to the full group. There will be two or three of these breakout sessions each day.

**Course material:** There is no textbook for the course. Most of the readings for the course will be in a coursepack which will be available through the University bookstore.

**Participation:** The grade for participation in discussion will be determined by all aspects of each participant's participation in classroom discussion. Participants 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, June 8, 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 participant begins work on the paper. **Due: Friday, July 6, 2012, 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 July 20, 2012, 11:59PM unless special arrangements are made. Papers must be submitted to Sakai in Word 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](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:*****Monday, June 4 – Management Issues***

- Charih, Mohamed, and Lucie Rouillard, “The New Public Management,” in Mohamed Charih and Arthur Daniels (eds.), *New Public Management and Public Administration in Canada* (Toronto: The Institute of Public Administration of Canada, 1997), pp. 27-44.
- Denhardt, Janet V., and Robert B. Denhardt, *The New Public Service: Serving, not Steering* (Armonk, N.Y.: M.E. Sharpe, 2003), chapter 2.
- Kernaghan, Kenneth, Brian Marson, and Sandford Borins, *The New Public Organization* (Toronto: The Institute of Public Administration of Canada, 2000), pp. 1-14.
- Mintzberg, Henry, “Managing,” in Henry Mintzberg and Jacques Bourgault, eds. *Managing Publicly* (Toronto: Institute of Public Administration of Canada, 2000), pp. 13-28.

***Tuesday, June 5 - Leadership, motivation, empowerment***

- Ammons, David N., and Charldean Newell, *City Executives: Leadership Roles, Work Characteristics, and Time Management* (Albany, N.Y: State University of New York Press, 1989), pp. 9-31.
- Behn, Robert, “Management by Groping Along,” *Journal of Policy Analysis and Management* (vol. 7, no. 4 (summer 1988), pp. 643-63.
- Kernaghan, Kenneth, “Empowerment and Public Administration: Revolutionary Advance or Passing Fancy?” *Canadian Public Administration*, vol. 35, no. 2 (Summer 1992), pp. 194-214.
- Robbins, Stephen P., and Timothy A. Judge, *Essentials of Organizational Behavior*, 9<sup>th</sup> ed. (Upper Saddle River, N.J.: Pearson Education Inc., 2008), pp. 69-88.

### **Wednesday, June 6 – Council-staff relations**

Council-staff relations: Some short vignettes

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

Siegel, David, “The Leadership Role of the Municipal Chief Administrative Officer,” *Canadian Public Administration*, vol. 53, no. 2 (June 2010), pp. 139-61.

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

Read ONE of the following two manuscripts in your coursepack:

Siegel, David, “The Relationship-Oriented CAO: Judy Rogers” (manuscript, 2012).

Siegel, David, “The CAO as Partnership Builder: Keith Robicheau,” (manuscript, 2012).

### **Thursday, June 7 - Ethics and values**

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

City of Calgary, “Excellence in Municipal Management: Code of Conduct”

City of Calgary, “Acceptable Use of City Technology Resources Policy”

City of Calgary, “Conflict of Interest Policy”

City of Calgary, “Public Statements and Media Relations Policy”

City of Calgary, “Respectful Workplace Policy”

City of Calgary, “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 Densie E. Bellamy, Commissioner, *Toronto Computer Leasing Inquiry: Toronto External Contracts Inquiry: Report: Volume 4: Executive Summary* (City of Toronto, 2005). (Available on Sakai) 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, June 8 – 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*, 4<sup>th</sup> 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**