

Dalhousie University

Bachelor of Management



MGMT 2803 Management in the Public Sector
Ideologies of Government and Public Service

Philosophies of Political Discourse

- Three schools of thought have dominated Canadian political discourse and government policy and program development for well over a century
 - Conservatism
 - Social democracy
 - Liberalism

Inspiring Minds

The Conservative State

State Role

- The good government is the one that governs least
- The public sector should support the private sector and ensure that it is economically healthy and socially viable

Economic Policy

- Government regulation of the economy and of private firms should be as limited as possible
- Government should support free enterprise and free trade
- Government should look for solutions to social and economic problems first from the private sector, from private groups, charities and religious institutions, and from individuals themselves

Financial Policy

- Taxation should be as limited as possible, and tax policy should be designed to support, not hurt, the private sector
- Governments should be fiscally prudent
- Tax cuts are always preferable to new spending programs

The Conservative State

Security Policy

- The public must support law and order and national security
- Governments should be tough on crime, with an emphasis on punishment over rehabilitation for criminal convicts
- Government should support a strong national defence. In a dangerous world, military power is the most important form of power in international relations
- International security comes from the ability of the state to project its power onto the world stage in two forms: military capability, and membership in international political and military alliances. A strong private sector able to compete globally through systems of free trade also projects power and therefore fosters security

Social Policy

- Government should pass laws and design policies that promote the principles of individualism and individual liberty
- Government should support family values and traditional social mores. This is emphasized in particular by **social conservatives**
- Government should implement policies to advance individual responsibility

The Social Democratic State

State Role

- The state should set and direct economic and social policies for the common welfare
- The state should regulate the private sector to ensure that health and safety standards, labour rights, consumer protection, and environmental protection standards are met

Economic Policy

- The state should encourage economic development and full employment
- The public sector should regulate the private sector and should, if necessary, directly control economic activity through the use of Crown corporations
- The state should advance economic nationalism and Canadian control of its leading industries
- The government should support a mixed economy

The Social Democratic State

Financial Policy

- The state should support fair and progressive taxation that places the tax burden more fully on those who can more easily bear the cost, including corporations
- Taxation should be seen as a social obligation, the payment necessary to provide the goals and services needed by society
- Government should be fiscally prudent but not shy away from public spending

Security Policy

- Domestic security should come from strong social and economic policies. Crime is best dealt with through the preventive measures of a sound educational system, high employment, and an effective welfare system
- International security is best achieved through the promotion of social justice, democratic development, and economic improvement throughout the world

The Social Democratic State

Social Policy

- The state should guarantee that all citizens have equal access to core entitlements such as education health care, social security (pensions, employment insurance, welfare benefits) and human rights
- Government should respect the private sector but not be afraid to challenge it when necessary to advance the interests of society
- Socio-economic change should be measured and gradual
- The state should promote multiculturalism, social equality, and human rights
- The federal government should promote social justice at home and abroad

The Liberal State

State Role

- The public sector should play a significant role in regulating the private sector
- The state should regulate the private sector to ensure that health and safety standards, labour rights, consumer protection, and environmental protection standards are met
- The public sector should promote the long-term best interests of the private sector while also advancing broader social and public interests

Economic Policy

- The state should encourage development and full employment
- The federal government should support national infrastructure development
- The federal government should support the building of oil and gas pipelines as long as they meet all environmental and social safeguards
- The state should advance Canadian economic nationalism
- The government should support a mixed economy

The Liberal State

Financial Policy

- The state should support fair taxation under which the tax burden is placed more fully on those who can more easily bear the cost, including corporations, but taxes should never be allowed to become too high
- The wealthy should be expected to pay higher taxes than middle and lower income Canadians because they have benefited most from life in this society
- Government should be fiscally prudent but not shy away from public spending

Security Policy

- The state should be tough on crime but even tougher on the social causes of crime. It should promote sound education, a thriving economy with high unemployment rates, and strong social welfare protections in order to reduce criminality
- International security requires a two-pronged approach: a strong national defence capacity coupled with international policies to promote economic development, social justice, and the expansion of liberal democracy throughout the world

The Liberal State

Social Policy

- The state should guarantee that all citizens have equal rights to core entitlements such as education, health care, social security (pensions, employment insurance, welfare benefits) and human rights protection
- Government should respect the private sector but not be afraid to challenge it when necessary to advance the interests of society
- Socio-economic change should be measured and gradual
- The state should promote bilingualism and biculturalism, multiculturalism, social equality, and human rights
- The Canadian government should promote social justice at home and abroad

Ideologies: a comparative look

	Conservatism	Social Democracy	Liberalism
Role/Size	<ul style="list-style-type: none"> • Rely on private sector • Least amount of Gov't 	<ul style="list-style-type: none"> • Set economic/social policy • Regulate private sector 	<ul style="list-style-type: none"> • Key role in regulation • Promotion of long term interests
Regulation	<ul style="list-style-type: none"> • Less • Limited regulation 	<ul style="list-style-type: none"> • Strong regulation • Gov't control 	<ul style="list-style-type: none"> • Regulation to ensure standards, protection, rights
Taxation	<ul style="list-style-type: none"> • Limited • Favours private sector 	<ul style="list-style-type: none"> • Fair/Progressive • Social obligation 	<ul style="list-style-type: none"> • Fair taxation • Not too high/much
Fiscal Policy	<ul style="list-style-type: none"> • Fiscally prudent • Private sector ad driver 	<ul style="list-style-type: none"> • Prudent, but not shy • Mixed economy 	<ul style="list-style-type: none"> • Encourage economic development
Private Sector	<ul style="list-style-type: none"> • Favoured via taxation • Economic growth driver 	<ul style="list-style-type: none"> • Regulated • Crown corporations 	<ul style="list-style-type: none"> • Respect, but challenge
Enterprise/Trade	<ul style="list-style-type: none"> • Free trade • Free enterprise 	<ul style="list-style-type: none"> • Nationalized industries 	<ul style="list-style-type: none"> • Advance economic nationalism
National Security	<ul style="list-style-type: none"> • Law & order • Strong national defence 	<ul style="list-style-type: none"> • Strength from social/economic policies • Promotion of social justice 	<ul style="list-style-type: none"> • Welfare protections • Address social causes of crime
Military	<ul style="list-style-type: none"> • Strong • Military aliances 	<ul style="list-style-type: none"> • Important, but not primary 	<ul style="list-style-type: none"> • Strong
Social Policy	<ul style="list-style-type: none"> • Family values • Individual liberties 	<ul style="list-style-type: none"> • Equal access • Interests of society 	<ul style="list-style-type: none"> • Multi-culturalism • Human rights

Ideas, Policy, and the Role of the State in Practice

The Triumph of the Liberal Centre

- An **ideology of the centre**

- It enlists the best and most reasonable ideas of conservatism on the right and Fabian socialism on the left in order to form an effective and coherent set of values and policy approaches
- Principled compromise and **pragmatic wisdom**: moderate centre of political life — representative of, and appealing to, the moderate centre of political life

- Sound economic management and balanced support for a wide array of social, environmental and cultural policies designed to serve the needs of all people

Ideas, Policy, and the Role of the State in Practice

The Triumph of the Liberal Centre

- Liberal Party of Canada has used this approach to its advantage and has dominated the centre of the political spectrum; Canada's Natural Governing Party; **most successful federal party over the past century**
 - Expressing generalized support for a mixed economy, Keynesian macro-economic management, progressive social welfare policy, and moderate taxation regimes
 - **Have come characterize what it means to be Canadian**
 - Growth of the state in the post-WWII period designed to improve the Canadian social and economic well-being of Canadians
 - Social safety net, Universal health care, Post-Secondary Education, Regional development, Official Bilingualism, Multi-culturalism, Human rights policies, Crown corporations, etc.)
- **ELEVATED THE FEDERAL STATE IN THE ORDINARY LIFE OF THE COUNTRY**

Ideas, Policy, and the Role of the State in Practice

Conservative Variations

- Have refashioned themselves numerous times over the years
 - Added 'Progressive' to their official title in the 1940s in an effort to signal to Canadians that the party was not reactionary in its economic thinking
- **Was never as conservative as its name implied; inspired by RED TORYISM: often endorsed direct state action in economic and social development**
 - 1950s-1980s: just as Keynesian as the Liberal Party; were rarely meaningfully distinguished on any policy or program
 - Much stronger electorally at the provincial level
 - Nova Scotia (Robert L. Stanfield)
 - New Brunswick (Richard Hatfield)
 - Ontario (Bill Davis)
 - Alberta (Peter Lougheed)
 - **Gov'ts were distinctly Red Tory**

Ideas, Policy, and the Role of the State in Practice

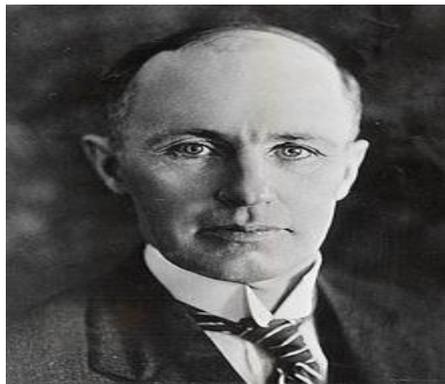
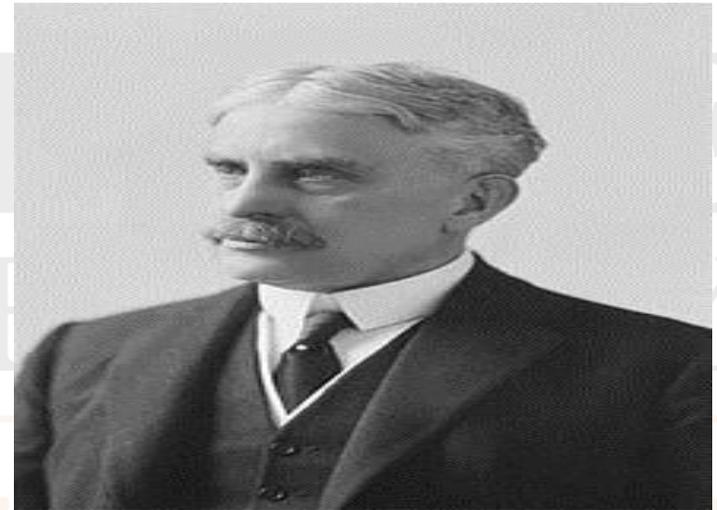
Social Democratic Variations

- Forerunner to the New Democratic Party was the Co-operative Commonwealth Federation (CCF)
 - Founded in the depths of the Great Depression with a **socialist** mandate; became a force in Saskatchewan under the leadership of Tommy Douglas
 - Transformed itself and renamed the New Democratic Party (NDP) – emphasizing democracy over socialism
 - Have been among the most progressive and influential provincial governments in Canadian history; elected in BC, AB, SK, MB, ON and NS; especially in western Canada
 - Far from radical policy positions; never sought to “socialize” these provinces; attacked by their own supporters as being too moderate
 - First in establishing comprehensive, publicly funded medical care
 - First in establishing provincial human rights legislation
 - First in establishing postsecondary student loan programs
 - A leader in promoting provincial Crown corporations and regulatory agencies to oversee the development and management of key economic sectors

The Shifting Centre

- **The liberal centre of the Canadian political spectrum has been the predominant ground for building public support**
 - Moves in response to changing social and economic ideas, so must be defined relative to the times; where the most votes are to be found
 - Political values of the majority / its nature depends on the desired nature of society / the economy / the role of the state
 - CENTRE has been shifting to the right over the past 40 years
 - Trudeau's **Social Liberalism** eclipsed by the revived **Mulroney Conservatism**, the **Business Liberalism** of the Chretien and Martin governments to the **Far Right** of Stephen Harper

The Shifting Centre



Inspiring Minds

The Shifting Centre

The Laissez-Faire Decades: 1900-1930s (Laurier, Borden, Meighen and King)

- Political culture predominately conservative
- Strong belief in free enterprise, capitalism, market economics
- Economy largely unregulated
- Era of small governments with limited impact on the economy
- Era of minimal taxation
- Few public social security systems

The Effects of Depression and War: The 1930s and 1940s

- Economic collapse and widespread poverty – the system wasn't working
- The federal gov't takes the lead in directing the economy to work for the war effort; **Keynesian economics in full swing / era of social liberalism**
- National unemployment insurance system introduced in 1940

The Shifting Centre

Social Liberalism: The 1950s to the 1980s (St. Laurent, Diefenbaker, Pearson, Trudeau)

- Public health care first introduced in SK in 1946
- Federal OAS plan introduced in 1952
- Federal-provincial system of equalization introduced in 1957
- CPP introduced in 1965
- National federal-provincial health insurance system introduced in 1968
- Official bilingualism introduced in 1969; multiculturalism in 1971
- Charter of Rights and Freedoms becomes law in 1982
- **Through these years government was seen, by many, as an agent of social progress**
- **By the 1980s the Canadian social security system had been built**

The Centre Shifts Right: The 1980s to 2006

The Brian Mulroney Government: 1984-93

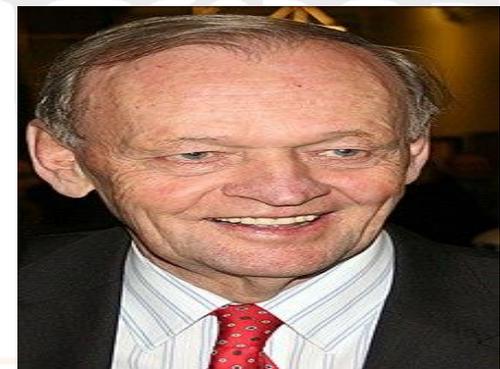
- Growing concern about deficits and debt
- Growing belief
 - That gov't was too big, too bloated, too expensive
 - That the private sector needed to be promoted, that free enterprise needed to be unshackled
- Federal gov't promoted
 - Privatization of federal crown corporations (Air Canada / Petro Canada)
 - Deregulation of the economy
 - Canada-US free trade
- Established the Goods and Services Tax (GST)



The Centre Shifts Right: The 1980s to 2006

The Jean Chrétien Government: 1993-2003

- Quickly moved to the 'right' once in office
- Endorsed NAFTA, 1994
- Maintained the GST
- Promised to eliminate the federal deficit of \$43-billion
- Between 1995 and 1997 the federal gov't balanced the budget through a combination of tax revenues gained from a growing national economy, devoting surplus billions of dollars from the EI system to deficit reduction, and mandating major cutbacks to the federal public service (39,444 FT jobs eliminated) through the system of Program Review
- Continued with privatization and deregulation of the Canadian economy
- Surpluses = tax cuts for individuals and corporations (\$100-billion total) as well as paying down the national debt
- Signed the Kyoto Accord, but didn't live up to cutting GHGs



The Centre Shifts Right: The 1980s to 2006

The Paul Martin Government: 2004-06

- Maintained the focus on
 - Tax cuts
 - Paying down the national debt
 - Deregulation of the national economy
- Supported major spending for health care, Aboriginal policy and national public child care system



The Centre Shifts Right: The 1980s to 2006

The Stephen Harper Government: 2006-15

- Strong support for the U.S. in the War on Terror
- Continued commitment to the NATO mission in Afghanistan
- Fervent defence of Israel and its security needs
- Promotion of free trade with the US and other countries
- Promotion of increased trade relations with China and India
- Support for the Canadian oil and gas industry
- Climate change policy that supported the use of carbon emission intensity targets and harmonization of CDN and US environmental policies
- **A diminished role for the federal gov't through downsizing, privatization, and deregulation**
- The downplaying of federal social welfare policy and concomitant support for traditional family values, such as individual responsibility, self-help, private charity, religious marriage, and disciplined child rearing
- Recognition that the provinces should take the lead in health, education, and social welfare policies



The Centre Shifts Right: The 1980s to 2006

- **Harper gov't sought to reorient CDN politics and public policy to the right of the ideological spectrum**
 - Once with a majority gov't in 2011 › deliberate and well-planned shift of the centre rightward › fundamental reorientation of CDN political culture
- **Accomplishments**
 - ❖ No such thing as a good tax
 - ❖ Tough on crime policies
 - ❖ Downsizing of the federal government
 - ❖ An emphasis on oil and gas development and the building of pipelines
 - ❖ Criticism of national and international climate change initiatives
 - ❖ Use of omnibus budget bills
 - ❖ CDN foreign policy to promote CDN trade & commerce over the promotion of international human rights – support for Israel and Ukraine
 - ❖ Focus on the War on Terror › Bill C-51

Staying Power of Key Liberal Dynamics

- Abortion remained legal
- The Canada Health Act remained in place
- Official bilingualism remained in place
- Federal multiculturalism policy remained in place
- CBC funding was reduced, but remained as a Crown Corporation
- Same with Canada Post
- Environmental protection legislation was amended and made more limited, but not eliminated
- Capital punishment remains a prohibited form of tough-on-crime-policy
- Still very restrictive and prohibitive laws concerning handgun ownership compared to the U.S.

Trudeau Redux – a return to traditional Liberal values and instincts

- A middle class tax cut
- Tax increases for the wealthiest
- Infrastructure spending
- Modest federal deficits LOL!
- Balanced federal budget by 2019 LOL again!
- Stronger environmental regulations
- Serious action on climate change
- Launch an inquiry a national inquiry into missing and murdered Indigenous women
- Commitment to reconciliation with Indigenous and Aboriginal Peoples
- To legalize and tax marijuana and possession
- SEE PAGE 66
- **TRUDEAU SET THE BAR VERY HIGH FOR HIMSELF**



Wrap-up

- Questions and discussion



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Inspiring Minds