

Dalhousie University

Bachelor of Management



MGMT 2803 Management in the Public Sector
Thinking about Canadian Society and Government

Thinking about Canadian Society and Government

- Most Canadians, and probably many students have a cynical attitude toward government
 - *Well, do you?*
 - Why would anyone be interested in public service?

Inspiring Minds

Thinking about Canadian Society and Government

- On the other hand most Canadians take great pride in this country and the quality of life to be found here
 - *What do you like the most about living in Canada?*
 - *What are you proud of as a Canadian?*
 - *What are Canada's strengths?*
 - *For International Students, what do you like and dislike about Canada?*

Thinking about Canadian Society and Government

- Why the disconnect between perception and reality vis-à-vis government's role in Canadian society?
 - Should we expect more of governments in Canada?
 - Can we expect more?
 - Can they do more?

The State and Governance

- *Governing is all about making choices with regard to scarce resources in order to advance desired goals and to promote certain interests*
 - What happens, however, when societal interests compete with one another?
 - What are your interests?
- Governments must make choices; invariably there will be ‘winners’ and ‘losers’
 - Think NS film industry vs. Yarmouth ferry
- This make Canada a pretty tough place to govern

Socio-Economic Policy Options

The Conservative Approach

- Conservatives lament the idea that governments should play an activist role in the everyday lives of citizens through social and economic planning
 - As the state grew in size, governments became more and more removed from ordinary people and the “common sense” of market economics
- For those who advocate that the growth of the state has been a problem, the solution is simple: **CUT GOVERNMENT!**
 - Privatize crown corporations
 - The economy should be deregulated (see the US banking industry, 2008)
 - Lower individual/corporate tax rates (see Trump 2018)
 - Get rid of public debt
 - Rationalize public services, i.e., private medical care
 - Free enterprise promoted
- Governments should be given a much smaller role to play in the life of society
- Did the ‘Harper’ government fit this mold? See pages 9 & 10

Socio-Economic Policy Options

The Liberal and Democratic Response

- Criticism: a curtailment of government necessarily means cutbacks to health, education, and social welfare, causing people to suffer
 - Ramifications?
- Enhance funding to meet growing needs; if need be, increase taxes to provide the revenue to fund such initiatives

Socio-Economic Policy Options

A Difference of Opinion

- Advocates of smaller government and free enterprise propose that governments should model their administration / management on proven and successful private sector practices
- Conversely, the private sector should not be allowed to undermine and delegitimize the valuable function assumed by the public sector
 - **Thoughts?**

Socio-Economic Policy Options

A Difference of Opinion

- Governments must often make hard choices in public policy, public administration and public sector management
 - **WHAT DIFFICULT CHOICES, IF ANY WOULD YOU MAKE AS PRIME MINISTER TO SAVE THE TAXPAYERS MONEY?**

The Canadian Policy Environment

- Canada's federal government (s) face four ongoing challenges to public policy, public administration, and public sector management
 1. French-English relations and the issue of Québec
 2. Canadian regionalism, regional disparities, and regional policy
 3. Canadian-American relations
 4. Aboriginal policy and relations with First Nations

French-English Relations and the Issue of QC

Constitutional Conundrums

- How does a federal government serve the interests of the majority English-Canadian population while also promoting rival provincial interests, including those of Québec?
 - QC is distinct by virtue of the French influence on its history, demographics, culture, and politics
 - Québécois view QC as a nation within a nation, defined by its politics of social and cultural survival in the face of English dominance both in Canada and throughout North America
- *As such, QC needs and deserves state action and cultural protection is required (see store front signs)*

French-English Relations and the Issue of QC

Constitutional Conundrums

- Since the 1960s, rise of separatist sentiment and significant energy devoted to the national unity file
 - Massive constitutional reform (mega- constitutional politics) and new policies and programs
 - Constitution Act, 1982 (Domestic Amending Formula and Charter of Rights and Freedoms)
- 1990s and former Prime Minister Jean Chrétien's approach to national unity (post-1995 QC Referendum)
 - Plan A: soft, i.e., feel good about Canada; more to gain by staying in the country)
 - Plan B: hard, i.e., defining clear rules (question, majority win) on future referendums on sovereignty
 - Future bargaining: boundaries, status of First Nations, finance / trade / currency / possible partition of QC
- Harper, 1996, parliamentary motion that recognized that “the Québécois form a nation within a united Canada”

French-English Relations and the Issue of QC Linguistic and Cultural Policy

- Recognition of QC's distinctiveness by the federal government through a variety of policy undertakings
 - Official Languages Act, 1969
 - Establishes French and English as the official languages of Canada
 - *Protecting the French language*
 - Arts funding
 - Subsidies to aircraft (Bombardier) and shipbuilding (Davie)
 - Regional development support, etc.

Regionalism, Regional Disparities, and the Politics of Accommodation

To Have and Have Not

- Main regions – Atlantic Canada, QC, ON, the Prairies, BC, and the Far North – are noteworthy for their distinctive socio-economic and cultural composition
 - Regional economies compete directly with each other and each region calls on the federal government to develop policies beneficial to them etc. (Grain in the Prairies, Farmers in QC, the Auto Industry in ON, etc.)
 - Summed up by the Milch Cow

The Canadian Milch Cow



What Does this Cartoon Express to You?



Regionalism, Regional Disparities, and the Politics of Accommodation

To Have and Have Not

- Economic dominance of ON is a constant source of friction
 - Why?
- Federal Economic policy has benefitted ON's manufacturing industry, while discriminating against other parts of the country
 - The West feels alienated and Atlantic Canada views itself as being forgotten
- Wealthier parts of the country lament that their tax dollars shouldn't be subsidizing Atlantic Canada through policies like Equalization (enshrined in the Constitution Act, 1982)
 - Channels federal tax dollars to provinces that have total provincial revenues lower than the national provincial per capita average = ensure that the quality of public services in poorer provinces is roughly comparable to the national average

Regionalism, Regional Disparities, and the Politics of Accommodation

Demographics and Political Representation

- Additional complication is population imbalance
 - See Table 1.1
 - The population of the four Atlantic provinces is smaller than the city of Toronto
- Electoral distribution in the federal parliament varies
 - ON dominates representation in the House of Commons

Electoral Distribution in the Canadian House of Commons

Province / Territory	Population	# of Seats
ON	14,193,384	121
QC	8,394,034	78
NS	953,869	11
NB	759,655	10
MB	1,338,109	14
BC	4,817,160	42
PE	152,021	4
SK	1,163,925	14
AB	4,286,134	34
NL	528,817	7
NT	44,520	1
YK	38,459	1
NU	37,996	1
Totals	36,708,083	338

Managing the Canadian–American Relationship

Socio-Economic Policy

- Canada has possessed a multifaceted relationship with the US
 - Economy
 - Culture
- Federal government has been often called upon to develop policies, etc. to promote/defend the country's uniqueness, promote a national identity, and protect and promote socio-economic interests
 - National Policy 1879 / Foreign Investment Review Agency (FIRA) / National Energy Program (NEP) / Various Crown Corps - advancing distinctively Canadian approaches to building the country's economy

Managing the Canadian–American Relationship

Socio-Economic Policy

- *Distinguishing Canadian society from that of the US*
 - Think Canadian Broadcasting Corporation (CBC), the National Film Board (NFB) and the Canadian Radio and Telecommunications (CRTC)
 - All help to distinguish Canadian society from that of the United States

Managing the Canadian–American Relationship

Socio-Economic Policy

- The Free Trade Agreement (FTA) (1989) and the North American Free Trade Agreement (NAFTA) (1993) have drawn Canada closer to the U.S. policy of supporting the private sector and more business oriented economic development
 - 1988 Free Trade election – bitter, passionate and divisive - <http://www.youtube.com/watch?v=gyYjRmM7RDY>
- Now we have CUSMA after months of largely acrimonious negotiations

Managing the Canadian–American Relationship

Security Policy

- Since 9-11, Canada has worked tirelessly to assure U.S. policymakers that the northern border is secure
 - A number of initiatives to maintain a relatively open border for purposes of trade and commerce
 - Canada supported the War on Terror / Passed sweeping anti-terror legislation
- Americans have always believed that Canada has had a leaky back door
- “Urban Myth” - 9-11 attackers entered the U.S. through Canada

Managing the Canadian–American Relationship

Environmental Policy

- **Kyoto Accord**

- Committed Canada, and all signatory countries, to reduce GHG emissions; by 6% by 2012
- Never supported by George W. Bush
- Harper withdrew Canada's support in 2011
- Paris Climate Talks, December 2015; Prime Minister Trudeau reaffirmed Canada's 30% reduction in GHG emissions beneath 2005 levels
- President Trump believes that climate change is a hoax

The Canadian Policy Environment

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Addressing the First Nations

- Relations between the federal government and Indigenous / Aboriginal peoples have been historically characterized by a manipulative, abusive, and imbalanced power relationship
- Federal government has now been forced to acknowledge past injustices and redress them through better management of Aboriginal policy
 - Negotiation and renegotiation of Treaty rights, land claims, residential schools and missing and murdered Aboriginal women
- Challenge is what is constitutionally required for First Nations and politically acceptable for the non-Aboriginal majority

Government Capacity, Accountability, and Management

- Influence of New Public Management (NPM)
 - Governments should be just as dynamic and competent as their private sector counterparts
 - “Do more with less”
- Poses questions about the type of government and public services that Canadians want

Government Capacity, Accountability, and Management

- Any study of government must address the concept of a and the degree to which governments have expectations in this regard

Inspiring Minds

Wrap-up

- Questions and discussion



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Inspiring Minds