

SERVICE

IN THE FIELD



The World of Front-Line
Public Servants

BARBARA WAKE CARROLL
and DAVID SIEGEL

Service In The Field The World Of Front Line Public Servants In Canada

Donald J. Savoie



Service In The Field The World Of Front Line Public Servants In Canada:

Service in the Field Barbara Wake Carroll, David Siegel, Institute of Public Administration of Canada, 1999 The most important people in government are not the prime minister premiers and senior bureaucrats but the people who work in government field offices across the country providing service to Canadians The first book to focus exclusively on the role of field level public servants in Canada **Service in the Field** examines the work they do and the relationship between field and head offices

Service in the Field Barbara Wake Carroll, David Siegel, 1998-11-20 As governments attempt to focus more on service delivery it has become apparent that little is known about the people who actually provide the services Barbara Wake Carroll and David Siegel discuss structural issues and analyse the various administrative reforms developed in the last few years They highlight field officers perceptions of the problems in the system and suggest ways to improve field office head office relations and the operation of field offices generally The authors analysis is based on more than two hundred interviews with federal and provincial civil servants in all ten provinces in the smallest hamlets and largest cities across Canada Using extensive quotations from these interviews the authors allow public servants to tell their own stories and in so doing provide examples of the application of systematic qualitative research to Canadian political science With its accessible style and emphasis on personal experience **Service in the Field** will be of interest to students and scholars of public administration political science organization theory and related disciplines in addition to people in government in both field and head offices

Canadian Public Administration in the 21st Century Charles Conteh, Ian Roberge, 2013-08-13 The demands associated with good governance and good public management are at an all time high Yet the discipline of Canadian public administration is in flux and the time is ripe for an open and frank analysis of its state and possibilities *Canadian Public Administration in the 21st Century* brings together emerging voices in Canadian public administration to consider current and future prospects in the discipline A new wave of scholars has brought new energy ambition and perspectives to the field In this book they take stock and build on established traditions and current trends focusing on emerging or reemerging issues and challenges The book identifies and analyzes the emergent research agenda in public administration focusing on Canada to illustrate key concepts frameworks and issues It consists of three thematically organized sections exploring processes structures and principles of Canadian public administration It addresses the broad emergent trend in processes of service delivery or policy implementation generally referred to as the new public governance It then critically examines the structural and institutional dimensions of Canadian public administration in light of recent directions in the field A complete exploration of new principles methods values and ethics in Canadian public administration research and practice rounds out the coverage Bringing together emerging scholars the book bridges the gap between established analytical traditions and novel theoretical and methodological approaches in the field It proposes a new more interdisciplinary public administration increasingly focused on governance and not solely on management **Speaking**

Truth to Canadians about Their Public Service Donald J. Savoie, 2024-09-10 The federal public service plays a vital role in Canada's development by helping to shape public policies and deliver programs and services to Canadians. *Speaking Truth to Canadians about Their Public Service* provides a comprehensive review of the challenges confronting the public service, how the relationship between politicians and career officials has evolved in recent years, and what motivates public servants. Donald Savoie calls on Canadians and their politicians to consider what they want from their federal public service. Answering this question requires a fresh look at the government's traditional accountability requirements, how policies are shaped, and how government programs and services are delivered. It also requires a review of ambitious modernization and reform measures launched over the past forty years to make the public service more accommodating to political direction and to improve program delivery. Dividing federal public servants into two groups, poets (those who write policy) and plumbers (those who deliver programs and services), the book establishes who has the upper hand. This division sheds new light on the theories that seek to explain the attitudes and behaviours of career government officials. Amid increasingly strong signs that the public service is in need of a reset, *Speaking Truth to Canadians about Their Public Service* concludes with practical recommendations to assist Canadians and their politicians in defining what they want their public service to be.

Reconsidering the Institutions of Canadian Federalism J. Peter Meekison, Hamish Telford, Harvey Lazar, 2004 Beginning with an examination of the role of traditional institutions such as Parliament, Cabinet, the Supreme Court, and political parties, *Canada State of the Federation 2002* affirms the long-held belief that these bodies do not provide effective forums for interregional bargaining, creating a void that has been filled at least in part by executive federalism. Contributors conclude that the performance of traditional institutions, taken as a whole, has deteriorated over the last several decades, placing more pressure on the processes of executive federalism.

[Whatever Happened to the Music Teacher?](#) Donald J. Savoie, 2013-03-01 Thirty years ago, Anglo-American politicians set out to make the public sector look like the private sector. These reforms continue today, ultimately seeking to empower elected officials to shape policies and pushing public servants to manage operations in the same manner as their private sector counterparts. In *Whatever Happened to the Music Teacher?* Donald Savoie provides a nuanced account of how the Canadian federal government makes decisions. Savoie argues that the traditional role of public servants advising governments on policy has been turned on its head, and that evidence-based policy making is no longer valued as it once was. Policy making has become a matter of opinion. Google searches, focus groups, and public opinion surveys, where a well-connected lobbyist can provide any answers politicians wish to hear, are the result. Public servants have lost their way and are uncertain about how they should assess management performance, how they should generate policy advice, how they should work with their political leaders, and how they should speak truth to political power, even within their own departments. Savoie demonstrates how recent management reforms in government have caused a steep rise in the overhead cost of government, as well as how the notion that public administration could be made to operate

like the private sector has been misguided and costly to taxpayers Abandoning textbook discussions of government and public service Whatever Happened to the Music Teacher Is a realistic portrayal of how policy decisions are made and how actors and institutions interact with one another and exposes the complexities contradictions present in Canadian politics and governance **Court Government and the Collapse of Accountability in Canada and the United Kingdom**

Donald Savoie,2008-05-10 There is a consensus throughout much of the western world that the public sector is in urgent need of repair This study seeks to understand why this is so by comparing developments in Canada and the United Kingdom It looks to changes in values both in society and inside government and to the relationships between politicians and civil servants at the top and between civil servants and citizens at the bottom Donald J Savoie argues that both Canada and the UK now operate under court government rather than cabinet government By court government he means that effective power now rests with their respective prime ministers and a small group of carefully selected courtiers For things that matter to prime ministers and their courts the decision making process shifts from formal to informal involving only a handful of actors For things that matter less to them the decision making process is horizontal cumbersome and consultative and involves a multitude of actors from different government departments and agencies as well as a variety of individuals operating outside government Court governments undermine both the traditionally bureaucratic model and basic principles that have guided the development of our Westminster Whitehall parliamentary system Nonetheless Canada and the United Kingdom still cling to accountability requirements better suited to the past and the traditional bureaucratic model Savoie concludes with a call for new accountability requirements that correspond with court government as well as the new relationships between politicians and civil servants and civil servants and citizens Made in Nunavut Jack Hicks,Graham White,2015-12-01 On April 1 1999 after decades of dreams and negotiations and years of planning the Inuit dominated territory of Nunavut came into being in Canada s Eastern and Central Arctic This was a momentous occasion signifying not only the first change to the map of Canada in over half a century but also a remarkable achievement in terms of creating a new government from the ground up Made in Nunavut provides the first behind the scenes account of how the Government of Nunavut was designed and implemented Written by leading authorities on governance in the Canadian Arctic this book pays particular attention to the most distinctive and innovative organizational design feature of the new government the decentralization of offices and functions that would normally be located in the capital to small communities spread out across the vast territory It also critically assesses whether decentralization has delivered better government for the people of Nunavut **The Public Servant's Guide to Government in Canada** Alex Marland,Jared J. Wesley,2019-01-01 The Public Servant's Guide to Government in Canada is a concise primer on the inner workings of government in Canada This is a go to resource for students for early career public servants and for anyone who wants to know more about how government works Grounded in experience the book connects core concepts in political science and public administration to the real world

practice of working in the public service The authors provide valuable insights into the messy realities of governing and the art of diplomacy as well as best practices for climbing the career ladder Points of Entry Vic Satzewich, 2015-09-01 Every year over 1.3 million people apply to visit, work or settle in Canada. It falls to visa officers to determine who gets in and who stays out. In the face of this enormous responsibility, how do these gatekeepers use their discretionary authority to assess eligibility, credibility and risk? Seeking answers to this question, Vic Satzewich conducted interviews with 128 visa officers, locally engaged staff and immigration program managers at eleven overseas offices. He reveals how the organizational context within which they work shapes their decision making. When something in an application does not add up – somber photographs from a supposed wedding celebration, for example – an officer conducts follow-up interviews with the applicant. In a world where no two visa applications are the same and in the context of complex and shifting population movements and pressures, this is a fascinating look at how visa officers do their work.

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