

# 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

**Alex Marland, Jared J. Wesley**



## **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

**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

**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 *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 As a 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 Points of Entry Vic Satzewich,2015-09-01 Every year over 13 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 *Democracy in Canada* Donald J. Savoie, 2019-09-02 Canada's representative democracy is confronting important challenges At the top of the list is the growing inability of the national government to perform its most important roles namely mapping out collective actions that resonate in all regions as well as enforcing these measures Others include Parliament's failure to carry out important responsibilities an activist judiciary incessant calls for greater transparency the media's rapidly changing role and a federal government bureaucracy that has lost both its way and its standing Arguing that Canadians must reconsider the origins of their country in order to understand why change is difficult and why they continue to embrace regional identities *Democracy in Canada* explains how Canada's national institutions were shaped by British historical experiences and why there was little effort to bring Canadian realities into the mix As a result the scope and size of government and Canadian federalism have taken on new forms largely outside the Constitution Parliament and now even Cabinet have been pushed aside so that policy makers can design and manage the modern state This also accounts for the average citizen's belief that national institutions cater to economic elites to these institutions own members and to interest groups at citizens own expense A masterwork analysis *Democracy in Canada* investigates the forces shaping the workings of Canadian federalism and the country's national political and bureaucratic institutions **Canadian Forest Policy** Michael Howlett, 2001-01-01 Arguing that the complexity of policy making in the forest sector has led many analysts to focus exclusively on specific sectoral activities or jurisdictions this collection of essays offers a simplifying framework of analysis *What Is Government Good At?* Donald J. Savoie, 2015-08-01 Recent decades have shown the public's support for government plummet alongside political leaders credibility This downward spiral calls for an exploration of what has gone wrong The questions What is government good at and What is government not good at are critical ones and their answers should be the basis for good public policy and public administration In *What Is Government Good At* Donald Savoie argues that politicians and public servants are good at generating and avoiding blame playing to a segment of the population to win the next election embracing and defending the status quo adding management layers and staff keeping ministers out of trouble responding to demands from the prime minister and his office and managing a complex prime minister centred organization Conversely they are not as good at defining the broader public interest providing and recognizing evidence based policy advice managing human and financial resources with efficiency and frugality innovating and reforming itself being accountable to Parliament and to citizens dealing with non performers paying sufficient attention to service delivery and implementing and evaluating the impact of policies and programs With wide implications for representative democracy *What Is Government*

Good At is a persuasive analysis of an approach to government that has opened the door to those with the resources to influence policy and decision making while leaving average citizens on the outside looking in *Business Planning in Canadian Public Administration* Luc Bernier, Evan Harold Potter, 2001 These papers discuss the variations in business planning in Canada with a view to presenting a history of the process in the mid to late 1990s a template of best practices and some observations on future directions for the business planning process as governments move into an era of surplus

**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 The Evolving Physiology of Government O. P. Dwivedi, Tim A. Mau, Byron M. Sheldrick, 2009-06-20 Canadian public administration has provided a rich ground for examining the changing nature of the state Currents of political change have rippled through the administration of the public sector often producing significant alterations in our understanding of how best to organize and administer public services This volume brings together some of the leading Canadian and international scholars of public administration to reflect on these changes and their significance Providing a historical perspective on public administration in Canada the volume examines the shift from a traditional model of administration to newer forms such as new public management and governance and explores current debates and the place of Canadian public administration within a broader comparative perspective *Canadian Book Review Annual*, 1999 *A framework for evidence-based policy making using IT* Hans Rudi Stol, 2009 Moving Beyond the Crisis : Reclaiming and Reaffirming our Common Administrative Space Demetrios Argyriades, Gérard Timsit, 2013-03-14 With the financial meltdown and the economic crisis in their fifth year already no one can any longer be in doubt about their exceptional gravity their truly global impact and their profound effects hurting vulnerable groups and the very poor especially As the world looks for an exit from this economic crisis the worst in eight decades the focus of attention is naturally on the causes the factors that account for its wide reach and severity as well as on strategies that might bring it to a closure The quest for exit strategies is at the very centre of the issues and concerns explored in the present volume produced by the IIAS Like the preceding volumes but even more emphatically this volume representing a collective endeavour of scholars and practitioners from many parts of the globe finds cause to lay the blame for our difficult predicament on the institutional deficit the policies the practices and values that have followed in the trail of a highly misleading and erroneous model of governance The Market Model of Governance as it is known sought to reform the structures and culture of administration and government in private sector ways While instrumental values like efficiency and

effectiveness were raised and praised profusely those of democratic governance were discounted by comparison In particular integrity the rule of law and due process equity legality and public service professionalism suffered a steep decline in several parts of the world Likewise the invasion and the capture of public space inevitably led to an unprecedented surge of greed abuse and corruption that contributed directly to the crisis which is upon us Looking for exit strategies as its title aptly suggests the present volume offers a rich menu of ideas drawn from the current experience of all the world s main regions Not surprisingly two concepts stand out throughout the book as necessary correctives as well as pressing remedies to the world s ongoing malaise They call for the recapture of our common administrative space and the reaffirmation of the values and virtues appropriate for democratic governance To the IIAS none perhaps are more important than public service professionalism and none other can contribute more effectively to the reform and consolidation of sound institutions for national sub national global and regional governance For these reasons at this juncture the new volume like the others should be featured in every public library and become a vademecum of all scholars and practitioners of public administration and politics around the world

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## **Table of Contents Service In The Field The World Of Front Line Public Servants In Canada**

1. Understanding the eBook Service In The Field The World Of Front Line Public Servants In Canada
  - The Rise of Digital Reading Service In The Field The World Of Front Line Public Servants In Canada
  - Advantages of eBooks Over Traditional Books
2. Identifying Service In The Field The World Of Front Line Public Servants In Canada
  - Exploring Different Genres
  - Considering Fiction vs. Non-Fiction
  - Determining Your Reading Goals
3. Choosing the Right eBook Platform
  - Popular eBook Platforms
  - Features to Look for in an Service In The Field The World Of Front Line Public Servants In Canada
  - User-Friendly Interface
4. Exploring eBook Recommendations from Service In The Field The World Of Front Line Public Servants In Canada

- Personalized Recommendations
  - Service In The Field The World Of Front Line Public Servants In Canada User Reviews and Ratings
  - Service In The Field The World Of Front Line Public Servants In Canada and Bestseller Lists
5. Accessing Service In The Field The World Of Front Line Public Servants In Canada Free and Paid eBooks
    - Service In The Field The World Of Front Line Public Servants In Canada Public Domain eBooks
    - Service In The Field The World Of Front Line Public Servants In Canada eBook Subscription Services
    - Service In The Field The World Of Front Line Public Servants In Canada Budget-Friendly Options
  6. Navigating Service In The Field The World Of Front Line Public Servants In Canada eBook Formats
    - ePub, PDF, MOBI, and More
    - Service In The Field The World Of Front Line Public Servants In Canada Compatibility with Devices
    - Service In The Field The World Of Front Line Public Servants In Canada Enhanced eBook Features
  7. Enhancing Your Reading Experience
    - Adjustable Fonts and Text Sizes of Service In The Field The World Of Front Line Public Servants In Canada
    - Highlighting and Note-Taking Service In The Field The World Of Front Line Public Servants In Canada
    - Interactive Elements Service In The Field The World Of Front Line Public Servants In Canada
  8. Staying Engaged with Service In The Field The World Of Front Line Public Servants In Canada
    - Joining Online Reading Communities
    - Participating in Virtual Book Clubs
    - Following Authors and Publishers Service In The Field The World Of Front Line Public Servants In Canada
  9. Balancing eBooks and Physical Books Service In The Field The World Of Front Line Public Servants In Canada
    - Benefits of a Digital Library
    - Creating a Diverse Reading Collection Service In The Field The World Of Front Line Public Servants In Canada
  10. Overcoming Reading Challenges
    - Dealing with Digital Eye Strain
    - Minimizing Distractions
    - Managing Screen Time
  11. Cultivating a Reading Routine Service In The Field The World Of Front Line Public Servants In Canada
    - Setting Reading Goals Service In The Field The World Of Front Line Public Servants In Canada
    - Carving Out Dedicated Reading Time
  12. Sourcing Reliable Information of Service In The Field The World Of Front Line Public Servants In Canada

- Fact-Checking eBook Content of Service In The Field The World Of Front Line Public Servants In Canada
- Distinguishing Credible Sources

### **13. Promoting Lifelong Learning**

- Utilizing eBooks for Skill Development
- Exploring Educational eBooks

### **14. Embracing eBook Trends**

- Integration of Multimedia Elements
- Interactive and Gamified eBooks

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