



COURSE OUTLINE – Fall 2013

INSTRUCTOR:	COURSE NO: PADM 307
COURSE NAME: Ethics and the Responsible Local Government Professional	
COURSE LOCATION: Off-Campus	
PROGRAM: Local Government Programs The School of Public Administration local government programs are designed for professionals currently employed by a municipality, regional district, improvement district, First Nations government or supporting agency in British Columbia. The purpose of the program is to provide opportunities for participants to gain increased knowledge of the political and organizational realities of local governments in BC and to identify and support opportunities for change within these systems. It is expected that participants will be more effective managers, leaders and change agents as a result of their involvement in our programs.	
TEL:	SECTION:
E-MAIL:	CREDITS: 03

COURSE FORMAT:

A six day course held in-person in two 3-day sessions 6 to 8 weeks apart, with on-line contact in between via Moodle.

COURSE PREREQUISITE:

None

COURSE LEARNING OUTCOMES:

This course examines the role of local government professionals in establishing, applying and maintaining ethical standards, integrity and decorum in public institutional processes and relationships. Current and emerging issues that impact the working environment of the responsible public servant will be discussed. Students will develop problem solving approaches and provide recommendations to resolve identified ethical challenges.

Upon successful completion of this course, students will be able to:

1. Explain how ethics is integral to local government representative democracy.
2. Identify and analyse the local and societal pressures and forces that can contribute to unethical behaviour.
3. Apply the fundamentals of administrative ethics to the different types of responsibilities local government professionals have in the workplace.
4. Analyze ethical issues as they relate Council-staff relations and develop practical approaches to local government scenarios.
5. Integrate ethical thought, evaluation and assessment into situational analysis and decision-making.

6. Critically analyse and evaluate practices, approaches and perspectives related to local government ethical issues and create responses related to identified ethical challenges.
7. Develop and apply practical strategies, including policies and guidelines, that strengthen the ethos of responsible behaviour for the field of local government and for local government professionals.

Through seminars, course readings, case studies, role playing exercises, group exercises, written assignments and oral presentations, students will demonstrate competence in critical and strategic thinking; research and analysis; policy development; oral presentation skills and report preparation.

REQUIRED TEXTS AND OTHER RESOURCES:

Kernaghan, Kenneth & Langford, John W. *The Responsible Public Servant*. Montreal: The Institute for Research on Public Policy and the Institute of Public Administration of Canada, 2006.

The required text will be distributed on the first day of class. Additional readings will be provided by the course instructor in class and electronically.

Moodle - Course material, announcements and communications in between in-class sessions will be on course site. Link: <http://moodle.capilanou.ca/> For help click on “student help”.

EVALUATION PROFILE:

	Assessment /Assignment	% of Final Grade	Individual/ Group
1	<u>Paper #1</u> Research study of a chosen topic and presentation of findings. <i>(Instructor will provide additional information about essay and presentation expectations.)</i>	20%	I
2	Group Project	25%	I/G
3	<u>Paper #2</u> Research study of a chosen topic and presentation of findings. <i>(Instructor will provide additional information about essay and presentation expectations.)</i>	30%	I
4	Oral Presentation	15%	I
5	In-class participation Contribute to group discussions and participate in small group and class exercises.	10%	G
	Total	100%	

GRADING PROFILE:

A+	90-100%	B+	77-79	C+	67-69	D	50-59
A	85-89	B	73-76	C	63-66	F	Below 50%
A-	80-84	B-	70-72	C-	60-62		

COURSE CONTENT/SCHEDULE:

Topics listed below cover the major areas of study for each day of the course. This list does not necessarily include all subject matter to be presented by the instructor or guest speakers throughout the term. Please refer to individual weekend agendas for details on final topics and speakers.

DAY 1 MODULE 1 Introduction to Morality, Ethics and the Law

Objectives:

- *Apply and evaluate the use of different ethics and value constructs and theories.*
- *Identify, analyse and discuss concepts surrounding public service motivation.*
- *Create a framework which seeks to balance questions of efficiency and democratic accountability.*

Topics:

- Defining responsible behaviour.
- Is there a “right” answer? Who defines ethical behaviour in the first place?
- The Canadian Charter of Rights and Freedoms and the Rule of Law.
- Balancing control and autonomy; uniformity and discretion; following the ‘rules’ and exercising practical wisdom.

DAY 1 MODULE 2 Theoretical and Applied Ethics / Moral Theories

Objectives:

- *Recognize and define different ethical theories and approaches and utilize these in situational analysis, evaluation and practical problem solving.*
- *Evaluate and assess differences in public expectations of responsible local government professionals and those of local government elected officials.*

Topics:

- Deontological (Duty) approaches to local government issues – What are the expectations of persons holding public office?
- Utilitarianism / Consequentialism – What is the most beneficial action to take?
- Virtue Ethics – As pertinent to responsible public servants
- Ethics of Care – What approach best preserves relationships? How do these approaches interact and differ?

DAY 2 MODULE 3 Why Ethics is Important to the Public Service – The Accountable and Politically Neutral Public Servant

Objectives:

- *Identify why ethics is important for public service bodies and public employees, and evaluate and assess how ethics may be adapted and applied in practical situational use.*
- *Evaluate and assess what makes an ethical issue distinct from a legal or political issue.*
- *Assess and evaluate the “Westminster Model” against the practical realities for local governments today and developing for the future.*
- *Evaluate the differences in expectations for responsible Provincial and Federal public officials versus those for local government professionals.*
- *Create a framework for local government-specific professional ethics.*
- *Evaluate the criteria by which a Council or Board’s decision is deemed to be the “correct” one.*

- *Assess the implications of bureaucratic anonymity and confidentiality against “speaking truth to power”, “whistle blowing”, and the “public trust”.*

Topics:

- Democracy and loyalty to elected governments. Is the Council always ‘right’?
- Roles and approaches; “Objective Science” vs. Political Considerations; ‘Truth to Power’.
- The Westminster Model – Ministerial Responsibility and Bureaucratic Anonymity.
- Understanding the traditional model and why it is inapplicable to the local government setting.
- Definitions of accountability and the impact of multiple accountabilities as one moves up in the public sector. How this impacts upon value judgements for local government professionals.
- The various definitions of “efficiency” in a public context (technical, public, professional) – conflicting interests, and who decides.
- The “one employee model” and its various applications, particularly regarding accountability and communications.
- Transitions to flatter organizational models and cross-functional teams and the implications for ethical practices.
- Enforcement / Whistle Blowing

DAY 3 **MODULE 4 The Ethics of Community Building / The Public’s Business and Service to the Public– Acting in the Public Interest**

Objectives:

- *Identify, analyse and evaluate central questions concerning public interest issues and the ‘common good’.*
- *Recognize the relevance and importance of public interest, and explore and evaluate the application of this conceptual framework in practical situational use.*
- *Evaluate the differences between private sector ethical practices and those pertaining to responsible local government professionals.*
- *Evaluate and assess the implications of “New Public Management” principles, vis a vis treating parties as “customers” versus “citizens”.*
- *Create a framework that might be used to guide your own relationship with special interests.*
- *Evaluate and assess potential multiple accountabilities for responsible local government professionals and analyse the implications of these.*
- *Evaluate the appropriateness of bureaucratic oversight of politicians and political decisions and actions.*

Topics:

- The ‘Public Interest’
- Citizens / Clients / Customers / Developers / Suppliers / Unions / Special Interests / Social Media
- Traditional Media
- Special oversight – Integrity Commissioners, Local Government Auditor General, Ombudsmen etc. – potential inconsistency with democratic principles and traditional theories of accountability
- Fundamental Contradictions – Duties to Individuals or Groups?

DAY 4-5 **MODULE 5 Professional Conduct – People Values and the Ethical Work Place**

Objectives:

- *Analyse and evaluate different ethical cultures in different settings.*
- *Analyse the characteristics of an ethical workplace and apply and evaluate frameworks and tools that may respond to issues that arise in practical situational use.*

- *Evaluate the various types of duties and obligations applicable to responsible local government professionals.*

Topics:

- Conflict, Bias, Fiduciary Duties – The Law is Not Enough
- Heterogeneous Organizations / Heterogeneous Values and Ethical Cultures – Relationship Building and Maintenance
- Confidentiality, Protecting the Privacy of Citizens and Employees
- Harassment and Bullying

DAY 5-6 MODULE 6 Preserving and Promoting Responsible Behaviour

Objectives:

- *Identify, analyse and evaluate the various distinctive ethics that professionals in public service roles adopt.*
- *Identify, evaluate and apply various organizational approaches to ethical guidance.*
- *Analyse and evaluate what form of regulation / guidance may be appropriate in different settings and create frameworks that might be applied in practical situational use.*
- *Create a personal Code of Conduct for conducting your own approach to being a responsible local government professional.*

Topics:

- Codes of Conduct / Aspirational and Regulatory / Compliance and Integrity – Managing Complex Relationships
- Modelling and “Walking-the-Talk” / “Ethical” Leadership

UNIVERSITY POLICIES

Capilano University has policies on Academic Appeals (including appeal of final grades), Student Conduct, Cheating and Plagiarism, Academic Probation, and other educational issues. These and other policies are available on the University website. In addition to the policies of the university, the School of Public Administration has the following policies governing the management of our classes and curriculum.

PROGRAM POLICIES – SCHOOL OF PUBLIC ADMINISTRATION

Attendance: Regular attendance and punctuality are both essential and expected due to the nature and format of the course materials. Absences are only acceptable in emergency or extreme circumstances and only with the prior approval of the instructor.

Cheating and Plagiarism:

Cheating is an act of deceit, fraud, distortion of the truth, or improper use of another person’s effort to obtain an academic advantage. Cheating includes permitting another person to use one’s work as their own. Plagiarism is the presentation of another person’s work or ideas as if they were one’s own. Plagiarism is both dishonest and a rejection of the principles of scholarship. Information about how to avoid plagiarism by proper documentation of sources is available in the Library, the Writing Centre and is published on the Capilano University website.

Penalties for Cheating and Plagiarism:

A grade of '0' for an examination, quiz or assignment or 'F' for the course may be assigned if cheating or plagiarism has taken place. First incidents deemed by the instructor to be particularly serious or second or subsequent incidents of cheating and plagiarism will be dealt with under the provisions of the University Policy on Cheating and Plagiarism (See the Capilano University website). All students should familiarize themselves with the University Policy on Cheating and Plagiarism as such behaviour can result in suspension from the University.

Incomplete Grades:

Incomplete grades will not be given unless special arrangements have been made with the instructor prior to the date set by University Administration.

Professional Behaviour:

Students must demonstrate a professional attitude and behaviour toward work, fellow students and their instructors. Each student should demonstrate reliability, respect for and co-operation with colleagues. A willingness to work calmly and courteously under difficult conditions as well as a determination to achieve first-class work while meeting deadlines is necessary in the Faculty of Global and Community Studies. Students should have respect for equipment and systems. Students should display a constructive response to criticism.

Copyright Policy:

Students are expected to familiarize themselves with and abide by the University's Copyright Policy. The University's Copyright Policy is published on the Capilano University website.

Missed Exams and Quizzes: Where applicable, missed exams or quizzes will receive a grade of "0" unless PRIOR arrangements (wherever possible) are made with the instructor.

English Usage: All assignments are marked for correct English usage, proofreading and formatting. No assignment requiring extensive correction of grammar or spelling will be accepted.

COURSE LEVEL POLICIES

In addition to the Capilano University policies and the School of Public Administration policies, the following policies govern the management of our classes and curriculum.

Assignments: Homework assignments are due at the *end of class* on the due date unless otherwise advised by your instructor. Late assignments will only be accepted if prior approval for a late submission date has been given by the instructor.