

**INAF 5011
Policy Process and International Affairs
Winter 2018**

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Office Hours: 14:40-16:45 Tuesdays or by appointment
Class Time: Tuesday, 11:35-14:35, plus tutorials
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1. Course Description

This course provides an overview of international policymaking structures, actors, and processes in Canada. The course will begin with a discussion of the Canada's constitution and political institutions, followed by a discussion of the primary centres of power and decision-making authority within the Canadian government. Next, the course will examine the particularities of international policymaking in Canada, focusing on the primary departments and agencies, as well as the processes that can enable or impede policy implementation. Finally, the course will address the role of evidence in Canadian international affairs. Drawing on a growing literature on the relationship between evidence and policymaking, the course will explore the particular challenges that surround the use of evidence in Canadian foreign policy.

Prerequisite: MA standing in the Norman Paterson School of International Affairs or permission of the School.

Learning outcomes:

The aim of this course is to provide students with an in-depth understanding of the institutions, actors, and processes involved in Canadian international policymaking.

Students are expected to graduate the course with a solid grasp of Parliament's role in foreign policy, the centrality of the prime minister and Cabinet, and the responsibilities and accountability of ministers, as well as the part played by deputy heads and their equivalents in the Privy Council Office, Canadian Armed Forces, and Royal Canadian Mounted Police.

Students will also be exposed to the internal challenges that surround international policymaking in Canada, including bureaucratic and domestic politics, time and resource limitations, and the parliamentary cycle.

Finally, students will learn about the challenges that surround 'evidence-based policy'. Drawing on a growing literature on the relationship between evidence and policymaking, the course will allow students to better appreciate when evidence shapes decisions and policies, and when it does not.

Expectations:

Students are expected to:

- Complete the assigned readings;
- Attend all classes and tutorials;
- Keep computer use to a minimum --take notes by hand instead;
- Actively participate in tutorial discussions;
- Treat fellow students respectfully;

Students are further asked to adhere to the follow proscriptions:

- Do not send text messages or use social media;
- Do not disrespect fellow students or use ad hominem attacks;
- Do not dominate the conversation; if you've spoken a lot, give others a chance.

2. Course Structure/Class Format

This course has two components: a weekly lecture and tutorial. During lectures, the professor will present the week's subject matter for approximately 90-120 minutes, after which students will be given a 10 minute break. Following the break, the professor will endeavour to have a guest lecturer speak to the class about an aspect of that week's topic.

The tutorials will be led by the course's teaching assistants. The purpose of the tutorials is to allow students to debate and discuss the week's readings and lecture material. As well, the tutorials will help students prepare for the course's two quizzes.

3. Evaluation

Evaluation	% of 100	Due date
Tutorial participation	25%	n/a
Quiz 1	25%	20 March 2018
Quiz 2	25%	10 April 2018
Briefing note	25%	Up to 26 April 2018

Tutorial participation (25% of the final grade)

Tutorials are an integral part of this course. They afford you the opportunity to discuss the readings and lecture materials with your colleagues. Your teaching assistants will also help you prepare for the two quizzes.

You should actively participate in the tutorials to benefit from them. 25% of your final grade will be awarded based on your participation in the tutorials. The grade will be weighed as follows:

- Your attendance in the tutorial (50% of the 25%)
- Your willingness to engage in constructive and respectful discussions (50% of the 25%)

Your tutorial participation grade will be calculated at end of term.

Two Quizzes (each worth 25% of the final grade)

Students will complete two in-class quizzes during the term. The first quiz will take place on 20 March 2018. The second quiz will take place on 10 April 2018.

The quizzes will combine multiple choice and short answer questions. They will test your understanding of the material studied in the weeks prior to the quiz. Questions will address material presented in the lectures, as well as the readings.

Students will be given one hour to complete the quizzes.

Briefing Note (25% of the final grade)

Students will complete a briefing note style essay as their final assignment. The note must follow the Treasury Board template and instructions (available on cuLearn). The notes should not run longer than 3-4 pages.

Students are required to write a note that addresses, at least in part, the challenge of weighing evidence against other policy considerations. The note should also be on a topic related to international affairs.

Clear, concise writing is an invaluable part of writing a good briefing note. Students are encouraged to read **Gowler's *Plain Words*** (available in various editions) before writing their note.

The briefing note will be worth 25% of the final grade. It will be graded with the following criteria in mind:

- Style, spelling, and grammar
- Argument structure and flow
- Structure of the note
- Originality of the topic
- Ability to incorporate the challenge of evidence

Your briefing notes must be submitted by 26 April 2018. **Please submit a hard copy to the professor and upload an electronic copy to cuLearn.**

Late notes will be penalized 5% per day, including weekends and holidays. If notes are submitted too late, students will receive an In Progress (IP) mark until the professor has a chance to grade the work.

4. Communications

Please use your Carleton email account for all course-related correspondence.

5. Plagiarism and Complementarity

The University Senate defines plagiarism as “presenting, whether intentional or not, the ideas, expression of ideas or work of others as one’s own.” This can include:

- reproducing or paraphrasing portions of someone else’s published or unpublished material, regardless of the source, and presenting these as one’s own without proper citation or reference to the original source;
- submitting a take-home examination, essay, laboratory report or other assignment written, in whole or in part, by someone else;
- using ideas or direct, verbatim quotations, or paraphrased material, concepts, or ideas without appropriate acknowledgment in any academic assignment;
- using another’s data or research findings;
- failing to acknowledge sources through the use of proper citations when using another’s works and/or failing to use quotation marks;
- handing in substantially the same piece of work for academic credit more than once without prior written permission of the course instructor in which the submission occurs.

Plagiarism is a serious offence which cannot be resolved directly with the course’s instructor. The Associate Deans of the Faculty conduct a rigorous investigation, including an interview with the student, when an instructor suspects a piece of work has been plagiarized. Penalties are not trivial. They include a mark of zero for the plagiarized work or a final grade of "F" for the course. The Academic integrity policy can be accessed at <http://www2.carleton.ca/studentaffairs/academic-integrity>.

Complementarity: students are encouraged to build up expertise in areas that may cross multiple courses. It is acceptable to write assignments on related topics. However, you may not simply cut and paste your work from one assignment to another, or essentially submit the same work for two or more assignments in the same or different courses. If you plan on writing on related topics in different courses, you must inform the instructors and discuss what will be acceptable in terms of overlap, and what is not. Failure to notify the faculty members will be viewed unfavourably should there be a suspicion of misconduct.

6. Academic Accommodation

You may need special arrangements to meet your academic obligations during the term. For an accommodation request, the processes are as follows:

Pregnancy obligation: write to me with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. For more details visit the Equity Services website: <http://www2.carleton.ca/equity/>

Religious obligation: write to me with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. For more details visit the Equity Services website: <http://www2.carleton.ca/equity/>

Academic Accommodations for Students with Disabilities: The **Paul Menton Centre** for Students with Disabilities (PMC) provides services to students with Learning Disabilities (LD), psychiatric/mental health disabilities, Attention Deficit Hyperactivity Disorder (ADHD), Autism Spectrum Disorders (ASD), chronic medical conditions, and impairments in mobility, hearing, and vision. If you have a disability requiring academic accommodations in this course, please contact PMC at 613-520-6608 or pmc@carleton.ca for a formal evaluation. If you are already registered with the PMC, contact your PMC coordinator to send me your **Letter of Accommodation** at the beginning of the term, and no later than two weeks before the first in-class scheduled test or exam requiring accommodation (*if applicable*). After requesting accommodation from PMC, meet with me to ensure accommodation arrangements are made. Please consult the PMC website for the deadline to request accommodations for the formally-scheduled exam (*if applicable*) at <http://www2.carleton.ca/pmc/new-and-current-students/dates-and-deadlines/>

You can visit the Equity Services website to view the policies and to obtain more detailed information on academic accommodation at <http://www2.carleton.ca/equity/>

7. cuLearn

This course uses cuLearn, Carleton's learning management system. To access your course on cuLearn go to <http://carleton.ca/culearn>. For help and support, go to <http://carleton.ca/culearnsupport/students>. Any unresolved questions can be directed to Computing and Communication Services (CCS) by phone at 613-520-3700 or via email at ccs_service_desk@carleton.ca.

8. List of Topics and Required Readings

Week	Date	Topic	Reminders
1	27 February	Canada's Constitution and Institutions	
2	6 March	Prime Minister, Cabinet, & Central Agencies	
3	13 March	Departments and Security Services	
4	20 March	International policy actors and agencies	Quiz 1
5	27 March	Policy Implementation and Impediments	
6	3 April	Problem of Evidence and Policymaking	
7	10 April	Evidence and International Affairs	Quiz 2

Readings:

Most course readings are available online, on cuLearn, or via the library website (either as an e-book or journal article.)

Students should also buy a copy of this book:

David E. Smith, *The Constitution in a as Hall of Mirrors: Canada at 150* (Toronto: University of Toronto Press, 2017).

Week 1 (27 February): Canada's Constitution and Institutions

David E. Smith, *The Constitution in a as Hall of Mirrors: Canada at 150* (Toronto: University of Toronto Press, 2017).

Philippe Lagassé, "The constitutional politics of Parliament's role in international policy," in Adam Chapnick and Christopher Kukacha, eds. *The Harper Era in Canadian Foreign Policy: Parliament, Politics, and Canada's Global Posture, 2006-2015* (Vancouver: University of British Columbia Press, 2016).

Week 2 (6 March): Prime Minister, Cabinet, and Central Agencies

Government of Canada, *Open and Accountable Government* (2015), Chapters I-III, Annex D-G
<https://pm.gc.ca/eng/news/2015/11/27/open-and-accountable-government>

Philippe Lagassé, "The Crown and Prime Ministerial Power." *Canadian Parliamentary Review* (Summer 2016)
http://www.revparl.ca/39/2/39n2e_16_Lagasse.pdf

Jonathan Craft, *Backrooms and Beyond: partisan advisors and the politics of policy work in Canada* (Toronto: University of Toronto Press, 2016), Introduction.

S.L. Sutherland, "The Role of the Clerk of the Privy Council," Gomery Commission reports (2005), volume 3.

Guest speaker: Mollie Royds, Executive Director, Government Acquisitions and Public Services Directorate, Treasury Board Secretariat

Week 3 (13 March): Departments and Security Services

Nicholas D'Ombrain, "Ministerial responsibility and the machinery of government," *Canadian Public Administration* vol. 50, no. 2 (2007)

James Ross Hurley, "Responsibility, Accountability and the Role of Deputy Ministers in the Government of Canada," Gomery Commission reports (2005), volume 3.

Department of National Defence, *Organization and Accountability: Guidance for members of the Canadian Forces and the employees of the Department of National Defence*, Second edition (1999), section I and III.

Privy Council Office, *The Canadian Security and Intelligence Community* (2001), sections IV-V.

Guest speak: Larry Murray, former Acting Chief of the Defence Staff and Deputy Minister, Veterans Affairs Canada and Department of Fisheries and Oceans

Week 4 (20 March): International policy actors and agencies (Quiz 1)

Kim Richard Nossal, Stéphane Roussel, and Stéphane Paquin, *The Politics of Canadian Foreign Policy*, 4th edition (Montreal: McGill-Queen's University Press, 2-15), chapters 8-9.

Prime ministerial mandate letters for the Ministers of Foreign Affairs, International Development, National Defence, International Trade: <https://pm.gc.ca/eng/mandate-letters>

DFAIT Act:

<http://laws-lois.justice.gc.ca/eng/acts/F-27.5/FullText.html>

CSIS Act:

<http://laws-lois.justice.gc.ca/eng/acts/C-23/>

National Defence Act (s2-19, s273.61, s274):

<http://laws-lois.justice.gc.ca/eng/acts/n-5/>

RCMP Act (s3-10, s25-30):

<http://laws-lois.justice.gc.ca/eng/acts/R-10/>

***Guest speaker: Rachel Curran, Director of Policy for Prime Minister Stephen Harper ***

Week 5 (27 March): Policy Implementation and Impediments

Donald J. Savoie, *Power: Where Is It?* (Montreal: McGill-Queen's University Press, 2010), chapters 6-7.

Marie-Eve Desrosiers and Philippe Lagassé, "Canada and the Bureaucratic Politics of State Fragility," *Diplomacy and Statecraft* 20 (2009).

Privy Council Office, *A Drafter's Guide to Cabinet Documents* (2013)

<http://www.pco-bcp.gc.ca/docs/information/publications/mc/docs/dr-guide-eng.pdf>

Michael Barber, Paul Kihn, and Andy Moffit, *Deliverology: From idea to implementation* (2011)

http://leanagility.com/web/default/files/public/TG_MoG_6_Deliverology-8.pdf

Rachel Curran, "How governments get stuff done," *Policy Options*, 26 December 2017

<http://policyoptions.irpp.org/magazines/december-2017/how-governments-get-stuff-done/>

Guest speaker: Daniel Livermore, Senior Fellow, Graduate School of Public and International Affairs, University of Ottawa

Week 6 (3 April): Evidence and Policymaking

Richard D. French, "The Professors on Public Life," *The Political Quarterly* vol. 83, no. 3 (2012).

Justin Parkhurst, *The Politics of Evidence: From evidence-based policy to the good governance of evidence* (London: Routledge, 2017), Part II.

Guest speaker: Richard French, Senior Fellow, Graduate School of Public and International Affairs, University of Ottawa

Week 7 (10 April): Evidence and International Affairs (Quiz 2)

Richard K. Betts, *Enemies of intelligence: knowledge and power in American national security* (New York: Columbia University Press, 2007), chapter 2.

Robert D. Putnam, "Diplomacy and domestic politics: the logic of two-level games," *International Organization* vol. 42, no. 3 (1988)

Lawrence Freedman, "On Military Advice," *The RUSI Journal*, vol. 162, no. 3 (2017)

Guest speaker: Ian Mack, former Director General Major Projects Delivery (Land and Sea), Department of National Defence