CHAPTER 17: The Public Bureaucracy

**MULTIPLE CHOICE**

1. According to Max Weber, the principal characteristics of a bureaucracy are \_\_\_\_\_\_\_\_\_.
2. rationality and efficiency
3. representativeness and reform
4. waste and inefficiency
5. privacy and procedures

*Answer:* a *Difficulty:* easy *Page:* 478

1. Public bureaucracies operate in three distinct sectors of Canadian society: the private, the public, and the “third” or \_\_\_\_\_\_\_\_.
2. financial
3. voluntary
4. legal
5. social

*Answer:* b *Difficulty:* easy *Page:* 479

1. Modern bureaucracies have their origins in the \_\_\_\_\_\_\_\_\_ of the Middle Ages in England.
2. princes
3. clerics
4. mayors
5. knights

*Answer:* b *Difficulty:* moderate *Page:* 482

1. The Whitehall model is a(n) \_\_\_\_\_\_\_\_\_ style of public administration.
2. French
3. American
4. British
5. German

*Answer:* c *Difficulty:* easy *Page:* 481

1. Which of the following are among the features of the Whitehall model?
2. Freedom
3. Patronage
4. Merit
5. Expression

*Answer:* c *Difficulty:* easy *Page:* 481

1. Which of the following is among the features of Taylor’s system of “scientific management”?
2. Patronage appointments
3. Knowledge transfer
4. Workers’ autonomy
5. Employment equity

*Answer:* b *Difficulty:* easy *Page:* 483

1. New Public Management involved the adoption of the practices of \_\_\_\_\_\_\_\_\_\_.
2. private business
3. universities
4. churches
5. municipalities

*Answer:* a *Difficulty:* easy *Page:* 483

1. One argument in support of New Public Management as an organizational practice was that it was more \_\_\_\_\_\_\_\_\_\_.
2. ministerial
3. public
4. steering
5. efficient

*Answer:* d *Difficulty:* moderate *Page:* 484

1. An \_\_\_\_\_\_\_\_\_\_ is an executive institution headed by a Cabinet minister.
2. administrative office
3. independent ministry
4. executive department
5. autonomous board

*Answer:* c *Difficulty:* moderate *Page:* 485

1. Boards, commissions, and Crown corporations are considered to be \_\_\_\_\_\_\_\_\_.
2. non-profit organizations
3. oversight agencies
4. private institutions
5. semi-independent public agencies

*Answer:* d *Difficulty:* moderate *Page:* 485

1. Which among the following is a Crown corporation?
2. The Bank of Canada
3. The Treasury Board
4. The Ministry of Finance
5. The Canada Business Act

*Answer:* a *Difficulty:* moderate *Page:* 486

1. This agency’s mandate is to protect policyholders, depositors, and pension plan members from financial loss.
2. The Public Service Commission
3. Office of the Superintendent of Financial Institutions
4. Business Development Bank of Canada
5. The Treasury Board

*Answer:* b *Difficulty:* challenging *Page:* 489

1. This executive government department is a central agency that gives partisan political advice to the prime minister.
2. Finance
3. PMO
4. CRTC
5. CRA

*Answer:* b *Difficulty:* easy *Page:* 491

1. Which among the following is a Central Agency?
2. Privy Council Office
3. Ministry of Defence
4. Cabinet Office
5. Department of Revenue

*Answer:* a *Difficulty:* easy *Page:* 490

1. Who is called the “master multi-tasker” of public servants in the text?
2. The head of the Treasury Board
3. The Deputy Minister of Finance
4. The Clerk of the Privy Council
5. The Auditor General

*Answer:* c *Difficulty:* moderate *Pages:* 492-493

1. According to the text, \_\_\_\_\_\_\_\_\_ is often considered to be one of the principal challenges of the administration of line departments.
2. a loss of profits
3. a lack of business knowledge
4. an excess of paperwork
5. an aging workforce

*Answer:* c *Difficulty:* challenging *Page:* 496

1. David Good says that line departments can be effective if they follow three elemental rules: do your homework, link the department’s proposals to the priorities of the government, and have a \_\_\_\_\_\_\_\_\_.
2. budget
3. goal
4. constituency
5. policy

*Answer:* c *Difficulty:* challenging *Page:* 491

1. Hiring in the public service has had to balance the merit principle with the need for \_\_\_\_\_\_\_\_\_.
2. partisanship
3. diversity
4. hierarchy
5. centralization

*Answer:* b *Difficulty:* moderate *Page:* 499

1. These officials are sometimes called the “servants of Parliament” or “parliamentary watchdogs.”
2. Ministerial officers
3. Officers of Parliament
4. Chief human resources officers
5. Department officers

*Answer:* b *Difficulty:* moderate *Page:* 500

1. The Clerk of the Privy Council provides advice to the prime minster on these appointments.
2. Deputy Ministers
3. Consultants
4. Auditors
5. Officers

*Answer:* a *Difficulty:* moderate *Page:* 497

1. According to the text, public servants help to administer the multitude of government programs, but they also can make government more responsive to societal concerns by speaking \_\_\_\_\_\_\_\_\_.
2. of “justice and peace”
3. “incognito”
4. “behind closed doors”
5. “truth to power”

*Answer:* d *Difficulty:* moderate *Page:* 506

1. What is the main difference between central agencies and central departments?
2. Central agencies deliver basic programs and government services and central departments do not.
3. Central departments provide partisan political advice and central agencies do not.
4. Central departments provide a venue for direct prime ministerial power and central agencies do not.
5. Central agencies provide a venue for direct prime ministerial power and central departments do not.

*Answer:* d *Difficulty:* challenging *Pages:* 490-491

1. What government department is often considered the most influential?
2. Finance
3. Foreign Affairs and International Trade
4. Aboriginal Affairs and Northern Development
5. Canada Revenue Agency

*Answer:* a *Difficulty:* moderate *Page:* 506

1. Which one of the executive departments is said to be the most driven by bureaucratic rules?
2. Crown corporations
3. Central coordinating departments
4. Line departments
5. Central agencies and central departments

*Answer:* c *Difficulty:* challenging *Page:* 496

1. The process of public sector renewal in Canada has been criticized for lacking which of the following characteristics?
2. Consistency
3. Interest
4. Intellect
5. Funding

*Answer:* a *Difficulty:* moderate *Page:* 498

**TRUE/FALSE**

1. The private sector often argues that the public sector has grown too large.

*Answer:* True *Difficulty:* easy *Page:* 479

1. New Public Management is a school of public administration that modelled itself on private sector precepts.

*Answer:* True *Difficulty:* easy *Page:* 479

1. The Whitehall model of public administration is based on Taylor’s theory of scientific management.

*Answer:* False *Difficulty:* challenging *Pages:* 481, 483

1. Strict restrictions on the political activities of the public sector were struck down by the Supreme Court as a violation of the freedoms protected by the Charter.

*Answer:* True *Difficulty:* moderate *Page:* 484

1. Crown corporations are considered to be executive departments headed by Cabinet ministers.

*Answer:* False *Difficulty:* moderate *Page:* 486

1. The principal employer of the public service in Canada is the Privy Council Office.

*Answer:* False *Difficulty:* moderate *Page:* 493

1. In 2012, the Harper Government created the Public Appointments Commission.

*Answer:* False *Difficulty:* moderate *Page:* 487

1. The number of staff in the Prime Minister’s Office and the Privy Council Office are comparable.

*Answer:* False *Difficulty:* easy *Page:* 491

1. The political officers of the House of Commons, including Parliamentary party officials such as the Speaker, the Deputy Speaker, the party House Leaders and the party whips, have come to be known as House Officers**.**

*Answer:* True *Difficulty:* easy *Page:* 500

1. Carl Friedrich (1940) argued that the public official owed it to the polity to share his or her specialized knowledge in the public dialogue on issues, and thereby enrich it.

*Answer:* True *Difficulty:* challenging *Page:* 505

**SHORT ANSWER**

1. What three categories do executive institutions fall into?

*Answer:* Executive institutions include executive departments headed by Cabinet ministers; semi-independent public agencies like Crown corporations and agencies, boards, and commissions; and alternative service delivery institutions.

*Difficulty:* moderate *Page:* 485

1. What do ABCs stand for?

*Answer:* ABCs stand for a wide variety of agencies, boards, and commissions that serve a number of functions.

*Difficulty:* easy *Page:* 488

1. What three forms of financial institutions are regulated by the Office of the Superintendent of Financial Institutions?

*Answer:* The three forms of institutions that are regulated by the OSFI include all banks and federally incorporated trust and loan companies, cooperative credit associations, and insurance companies.

*Difficulty:* challenging *Page:* 489

1. What is meant by “alternative service delivery”?

*Answer:* Alternative service delivery refers to methods of delivering government services apart from the use of traditional departments and agencies, with the goal of making government more businesslike and responsive to the needs of the recipients of services.

*Difficulty:* moderate *Page:* 490