Fall 2017 - POL 856 D100 Selected Topics in Public Policy (4)
ISSUES IN SOCIAL AND ECONOMIC POLICY: POLICY DESIGN

Tuesday 1:30 PM – 5:20 PM - Harbour Centre
Michael Howlett Howlett@sfu.ca

Description: This course discusses policy designs and designing. It looks at how government policies are formulated and implemented; that is, how policy problems are articulated and, especially, how solutions to them are derived and assessed so they then be delivered on the ground. The course looks in detail at the range of instruments available to governments in implementing their programmes, the strengths and weaknesses of different tools, and issues related to how tools are combined in policy portfolios or mixes. Classes and readings also examine the nature of the actors involved in formulation and design activities, how these actors and processes are organized, and the nature of the knowledge and techniques actors employ in providing advice to decision-makers about how to address issues on their agendas. Lessons from various jurisdictions and policy sectors about best practices and fundamental principles of policy designs are discussed with a specific focus on lessons derived from Canadian cases and experiences.

Rationale: This course equips students to assess and evaluate policy designs and designing activity, and importantly provides tools to better understand what can be done to improve outcomes and make policies more effective. It offers students a critical introduction to essential concepts, approaches and analytical tools to respond to these vital questions in policy analysis and policy-making. The focus is on the substance and the context of public policies, the forms in which they are delivered and financed, and how they can be improved.

Course Structure: The course is divided in two parts. The first three-quarters of the course reviews conceptual and analytical tools from various disciplines including public administration, public financial management, microeconomic theory, and policy sciences to lay the theoretical foundation of how policy design can be assessed and evaluated, and ultimately improved. The final quarter provides students with an opportunity to present the results of their research into key areas of contemporary design thinking and practice.

Grading:

Presentation on class readings	20%
Participation in seminar discussions	20%
Research Paper Outline	5%
Research Paper Class Presentation	15%
Final research paper	40%

Research Paper Topic:
The complexity of the problem environments that confront governments has placed renewed emphasis in recent years on the importance of policy design. How the design of policy and programs can be improved to achieve better societal outcomes is an issue for both scholars and practitioners and has generated much recent writing and research on the subject. Choose a key policy issue and programme in Canada (topics from other jurisdictions require instructor approval) and set out its basic components, history and goals. This should discuss (1) what kind of policy instruments are found in this area (2) what kind of policy mix exists in this case (3) how the policy originated and evolved (4) who is behind the policy and (5) how it has been targeted. Utilizing the principles for effective policy-making articulated in the course readings, the paper should then assess (6) whether or not the policy is effective, (7) how it could be improved in theory and (7) if and why or why not these improvements are feasible under current conditions and circumstances.

Required Texts:
Howlett, Michael. *Designing Public Policies: Principles and Instruments*. New York: Routledge, 2011.
Howlett, Michael, Adam Wellstead, and Jonathan Craft, eds. *Policy Work in Canada: Professional Practices and Analytical Capacities*. Toronto: University of Toronto Press, 2017.

Recommended Texts:
Bason, Christian. *Design for Policy*. Burlington, VT: Gower Pub Co, 2014.
Sandfort, Jodi, and Stephanie Moulton. *Effective Implementation in Practice: Integrating Public Policy and Management*. San Francisco: Jossey-Bass, 2015.

Supplementary Texts:

Howlett, Michael, and Ishani Mukherjee. *Handbook of Policy Formulation*. Cheltenham: Edward Elgar, 2017.

Jordan, Andrew, and John Turnpenny, eds. *The Tools of Policy Formulation: Actors, Capacities, Venues and Effects*. Cheltenham: Edward Elgar, 2014.

Wu, Xun, M. Ramesh, Michael Howlett, and Scott Fritzen. *The Public Policy Primer: Managing Public Policy*. London: Routledge, Second Edition 2017.

Key Questions to be Addressed in the Course

- What is Policy Design?
- Who Designs Public Policies? Why Do They Do It?
- How and When Do Designs Come About?
- What is good policy design? How Do We Know?
- Can the design of public policies be improved to solve complex problems?
- How should the design of specific policies be evaluated?

WEEKLY TOPIC SUMMARY

SECTION I: Introduction
Week I - Introduction and Administration: What is Policy Design and How has it Evolved?

SECTION II: What and When?
Week II – Policy Formulation and the Policy Cycle: Components of Design: Implementation Strategies, Tool Mixes and Instrument Calibration/ Design and Non-Design Thinking in Public Policy/Dealing with Uncertainty/Evidence-Based Policy-Making
Week III – Introduction to Policy Tools and Policy Portfolios: Simple and Complex Policy Tool Mixes/Choosing Policy Tools: Substantive and Procedural Instrument Selection/ Nudges and Nodality Tools: New Developments in Old Instruments/Authority Tools: Regulation and Legitimation/Treasure Tools: From Subsidies to Network Management Applications/ Organizational Tools and Tools for Co-Production: From Public enterprises to Collaborative Government
Week IV – Compliance and Targeting: Deploying Persuasive Designs
Week V - Policy Designing Over Time: Sequencing, Policy Patching, Layering, Stretching and Packaging

SECTION III: Who and How?
Week VI - Policy Advisory Systems: Policy Advice and Policy Design/Policy Analysts: Types and Orientations/Instrument Constituencies: Promoting Policy Designs
Week VII – Who are Policy Designers and How Do They Think?

SECTION IV– Best Practices and Principles
Week VIII - Effectiveness and Design Evaluation: 1st and 2nd Best Designs/Goodness of Fit and Degrees of Freedom: The Need for Coherence, Congruence and Consistency in Policy Mixes/Managing Uncertainty: Controlling for Spillovers and Contradictions/Agility and Robustness as Design Criteria

SECTION V: Why?
Week IX – The Politics of Policy Design: Managing Conflicts/Implementation Styles and Policy Designs/ The Issue of Policy Design Capacity/Policy Experiments

SECTION VI: Future Trends
Week X – Customization vs Off-the-Shelf Designs: Design Learning and Transfer/Crowdsourcing and Policy Co-Design/The Emergence of Digital Tools and Their Impact on Policy Designs/Disproportionate (Over and Under) Design

Class Presentations: Week XI/Week XII/Week XIII

PART I – LECTURES/SEMINARS

SECTION I: Introduction

Week I (SEPT 5) - Introduction and Administration: What is Policy Design and How Has It Evolved?
Required
Schön, D.A. "Designing as Reflective Conversation with the Materials of a Design Situation." *Knowledge-Based Systems* 5, no. 1 (March 1992): 3–14. doi:10.1016/0950-7051(92)90020-G.
Dryzek, J. S., and B. Ripley. "The Ambitions of Policy Design." *Policy Studies Review* 7, no. 4 (1988): 705–19.
Bobrow, Davis. "Policy Design: Ubiquitous, Necessary and Difficult." In *Handbook of Public Policy*, edited by B. Guy Peters and Jon Pierre, 75–96. SAGE, 2006.
Howlett, M (2011) Designing Public Policies: Principles and Instruments, New York: Routledge *(Chapter 2 – Key Definitions and Concepts in the Study of Policy Design – pp, 15-27)*
Mintrom, Michael, and Joannah Luetjens. "Design Thinking in Policymaking Processes: Opportunities and Challenges." *Australian Journal of Public Administration* 75, no. 3 (September 1, 2016): 391–402. doi:10.1111/1467-8500.12211.
Bason, Christian, and Andrea Schneider. "Public Design in Global Perspective; Empirical Trends." In *Design for Policy*, edited by Christian Bason, 23–40. Burlington, VT: Gower Pub Co, 2014.

Recommended
Ralph, Paul, and Yair Wand. "A Proposal for a Formal Definition of the Design Concept." *Annual Review of Policy Design* 1, no. 1 (September 6, 2013): 1–35.
Howlett, Michael, and Raul Lejano. "Tales from the Crypt: The Rise and Fall (and Re-Birth?) Of Policy Design Studies." *Administration & Society* 45, no. 3 (2013): 356–80.
Dryzek, John. "Don't Toss Coins in Garbage Cans: A Prologue to Policy Design." *Journal of Public Policy* 3, no. 4 (1983): 345–67.
Linder, S. H., and B. G. Peters. "From Social Theory to Policy Design." *Journal of Public Policy* 4, no. 3 (1984): 237–59.
Nair, Sreeja, and Michael Howlett. "Policy Myopia as a Source of Policy Failure: Adaptation and Policy Learning under Deep Uncertainty." *Policy & Politics* 45, no. 1 (January 2017): 103–18. doi:10.1332/030557316X14788776017743.
Hansson, Sven Ove. "Decision Making Under Great Uncertainty." *Philosophy of the Social Sciences* 26, no. 3 (September 1, 1996): 369–86. doi:10.1177/004839319602600304.
Veselý, Arnošt. "Problem Delimitation in Public Policy Analysis." *Central European Journal of Public Policy* 1, no. 1 (2007): 80–101.
Howlett, Michael. "Policy Design: What, Who, How and Why?" In *L'instrumentation et Ses Effets*, edited by Halpern Charlotte, Lascoumes Pierre, and Le Galès Patrick, 281–315. Paris: Paris, Presses de Sciences Po., 2014.

SECTION II: What and When?

Week II (SEPT 12)– Policy Design and the Policy Cycle: Policy Formulation, Policy Implementation and Policy Styles
Required
Howlett, M (2011) Designing Public Policies: Principles and Instruments, New York: Routledge *(Chapter 3 – Policy Design as Policy Formulation pp. 29-40)*
Howlett, Michael, Ishani Mukherjee, and Jun Jie Woo. "From Tools to Toolkits in Policy Design Studies: The New Design Orientation towards Policy Formulation Research." *Policy & Politics* 43, no. 2 (2015): 292–311.
Sandfort, Jodi, and Stephanie Moulton. *Effective Implementation In Practice: Integrating Public Policy and Management*. San Francisco: Jossey-Bass, 2015 Chapter 1
Kagan, R. A. "Adversarial Legalism and American Government." *Journal of Policy Analysis and Management* 10, no. 3 (1991): 369–406.

Enkler, Jan, Sylvia Schmidt, Steffen Eckhard, Christoph Knill, and Stephan Grohs. "Administrative Styles in the OECD: Bureaucratic Policy-Making beyond Formal Rules." *International Journal of Public Administration* 40, no. 8 (July 3, 2017): 637–48. doi:10.1080/01900692.2016.1186176.

Recommended

Howlett, Michael. "Governance Modes, Policy Regimes and Operational Plans: A Multi-Level Nested Model of Policy Instrument Choice and Policy Design." *Policy Sciences* 42, no. 1 (2009): 73–89.

Tenbensel, T. "Does More Evidence Lead to Better Policy? The Implications of Explicit Priority-Setting in New Zealand's Health Policy for Evidence-Based Policy." *Policy Studies* 25, no. 3 (2004): 190–207.

Hughes, Caitlin E. "Evidence-Based Policy or Policy-Based Evidence? The Role of Evidence in the Development and Implementation of the Illicit Drug Diversion Initiative." *Drug and Alcohol Review* 26, no. July (2006): 363–68.

Hammersley, M. "Is the Evidence-Based Practice Movement Doing More Good Than Harm? Reflections on Iain Chalmers' Case for Research-Based Policy Making and Practice." *Evidence & Policy* 1, no. 1 (2005): 85–100.

Moulton, Stephanie, and Jodi R. Sandfort. "The Strategic Action Field Framework for Policy Implementation Research." *Policy Studies Journal* 45, no. 1 (February 1, 2017): 144–69. doi:10.1111/psj.12147.

Sandfort, Jodi, and Stephanie Moulton. *Effective Implementation In Practice: Integrating Public Policy and Management*. San Francisco: Jossey-Bass, 2015 Chapters 4,5,6

Walker, Warren E., Vincent A.W. J. Marchau, and Jan H. Kwakkel. "Uncertainty in the Framework of Policy Analysis." In *Public Policy Analysis: New Developments*, edited by Wil A. H. Thissen and Warren E. Walker, 2013th ed., 215–60. New York: Springer, 2013.

**SEPTEMBER 19 – No Class – Read Howlett, M (2011) Designing Public Policies: Principles and Instruments, New York: Routledge *(Chapters 4,5,6 & 7 on Policy Tools, pp.41-124)*

Week III (SEPT 26)– Policy Tools and Policy Portfolios
Required

Howlett, M. "Managing the 'Hollow State': Procedural Policy Instruments and Modern Governance." *Canadian Public Administration* 43, no. 4 (2000): 412–31.

Lang, Achim. "Collaborative Governance in Health and Technology Policy The Use and Effects of Procedural Policy Instruments." *Administration & Society*, August 10, 2016, 95399716664163. doi:10.1177/0095399716664163.

Boonekamp, Piet G.M. "Actual Interaction Effects between Policy Measures for Energy Efficiency--A Qualitative Matrix Method and Quantitative Simulation Results for Households." *Energy* 31, no. 14 (November 2006): 2848–73. doi:10.1016/j.energy.2006.01.004.

Howlett, Michael, and Pablo del Rio. "The Parameters of Policy Portfolios: Verticality and Horizontality in Design Spaces and Their Consequences for Policy Mix Formulation." *Environment and Planning C* 33, no. 5 (2015): 1233–45.

Schaffrin, André, Sebastian Sewerin, and Sibylle Seubert. "The Innovativeness of National Policy Portfolios – Climate Policy Change in Austria, Germany, and the UK." *Environmental Politics* 23, no. 5 (September 3, 2014): 860–83. doi:10.1080/09644016.2014.924206.

Grace, Francesca C., Carla S. Meurk, Brian W. Head, Wayne D. Hall, Georgia Carstensen, Meredith G. Harris, and Harvey A. Whiteford. "An Analysis of Policy Levers Used to Implement Mental Health Reform in Australia 1992-2012." *BMC Health Services Research* 15, no. 1 (October 24, 2015): 479. doi:10.1186/s12913-015-1142-3.

Australian Public Service Commission. *Smarter Policy : Choosing Policy Instruments and Working with Others to Influence Behaviour*. [Canberra] : The Commission, 2009. http://trove.nla.gov.au/version/45613174.

Recommended

Bovaird, Tony. "Beyond Engagement and Participation: User and Community Coproduction of Public Services." *Public Administration Review* 67, no. 5 (2007): 846–60.

John, Peter, Graham Smith, and Gerry Stoker. "Nudge Nudge, Think Think: Two Strategies for Changing Civic Behaviour." *The Political Quarterly* 80, no. 3 (July 1, 2009): 361–70. doi:10.1111/j.1467-923X.2009.02001.x.

Rio, Pablo del. "Interactions between Climate and Energy Policies: The Case of Spain." *Climate Policy* 9, no. 2 (2009): 119–38. doi:10.3763/cpol.2007.0424.

Braathen, Nils Axel. "Instrument Mixes for Environmental Policy: How Many Stones Should Be Used to Kill a Bird?" *International Review of Environmental and Resource Economics* 1, no. 2 (May 16, 2007): 185–235. doi:10.1561/101.00000005.

Sovacool, Benjamin K. (2008) "The Problem with the 'Portfolio Approach' in American Energy Policy." *Policy Science*s 41(3) 245–61. doi:10.1007/s11077-008-9063-1

Keast, Robyn, Kerry Brown, and Myrna Mandell. "Getting the Right Mix: Unpacking Integration Meanings and Strategies." *International Public Management Journal* 10, no. 1 (January 1, 2007): 9–33.

Week IV (OCT 3)– Compliance and Targeting: Behaviour and Persuasive Designs
Required

Weaver, R. Kent. "Getting People to Behave: Research Lessons for Policy Makers." *Public Administration Review* 75, no. 6 (November 1, 2015): 806–16. doi:10.1111/puar.12412.

Weaver, R. Kent. "Compliance Regimes and Barriers to Behavioral Change." *Governance* 27, no. 2 (April 1, 2014): 243–65. doi:10.1111/gove.12032.

Schneider, A., and H. Ingram. "Social Construction of Target Populations: Implications for Politics and Policy." *American Political Science Review* 87, no. 2 (1993): 334–47.

Howlett, Michael. "Matching Policy Tools & Their Targets: Beyond Nudges and Utility Maximization in Policy Design." *Policy & Politics*, 2018.

Harring, Niklas. "Reward or Punish? Understanding Preferences toward Economic or Regulatory Instruments in a Cross-National Perspective." *Political Studies* 64, no. 3 (October 1, 2016): 573–92. doi:10.1111/1467-9248.12209.

Recommended

Redström, Johan. "Persuasive Design: Fringes and Foundations." In *Persuasive Technology*, edited by Wijnand A. IJsselsteijn, Yvonne A. W. de Kort, Cees Midden, Berry Eggen, and Elise van den Hoven, 112–22. Lecture Notes in Computer Science 3962. Springer Berlin Heidelberg, 2006. doi:10.1007/11755494_17.

Lockton, Dan, David Harrison, and Neville A. Stanton. "Design for Sustainable Behaviour: Investigating Design Methods for Influencing User Behaviour." *Annual Review of Policy Design* 4, no. 1 (October 28, 2016): 1–10.

Weaver, Kent. "If You Build It, Will They Come? Overcoming Unforeseen Obstacles to Program Effectiveness." THE TANSLEY LECTURE - University of Saskatchewan, 2009.

Weaver, Kent. "Target Compliance: The Final Frontier of Policy Implementation." Washington DC: Brookings Institution, 2009. http://www.brookings.edu/research/papers/2009/09/30-compliance-weaver.

Weaver, Kent. "But Will It Work?: Implementation Analysis to Improve Government Performance." Washington DC: Brookings Institution, 2010. http://www.brookings.edu/research/papers/2010/02/implementation-analysis-weaver.

Schneider, A., and H. Ingram "Social Constructions and Policy Design: Implications for Public Administration." *Research in Public Administration* 3 (1994): 137–73.

Duesberg, Stefanie, Áine Ní Dhubháin, and Deirdre O'Connor. "Assessing Policy Tools for Encouraging Farm Afforestation in Ireland." *Land Use Policy* 38 (May 2014): 194–203. doi:10.1016/j.landusepol.2013.11.001.

Vancoppenolle, Diederik, Harald Sætren, and Peter Hupe. "The Politics of Policy Design and Implementation: A Comparative Study of Two Belgian Service Voucher Programs." *Journal of Comparative Policy Analysis: Research and Practice* 0, no. 0 (April 21, 2015): 1–17. doi:10.1080/13876988.2015.1006831.

** OCTOBER 10 – No Class – Outlines Due

Week V (OCT 17) - Policy Designing Over Time: Sequencing, Policy Patching, Layering, Stretching and Packaging
Required

Lindblom, C. E. "The Science of Muddling Through." *Public Administration Review* 19, no. 2 (1959): 79–88.

Heijden, Jeroen van der. "Institutional Layering: A Review of the Use of the Concept." *Politics* 31, no. 1 (January 10, 2011): 9–18. doi:10.1111/j.1467-9256.2010.01397.x.

Howlett, Michael, and Jeremy Rayner. "Patching vs Packaging in Policy Formulation: Assessing Policy Portfolio Design." *Politics and Governance* 1, no. 2 (2013): 170–82. doi:10.12924/pag2013.01020170.

Bouwma, Irene, Duncan Liefferink, Rob Van Apeldoorn, and Bas Arts. "Following Old Paths or Shaping New Ones in Natura 2000 Implementation? Mapping Path Dependency in Instrument Choice." *Journal of Environmental Policy & Planning* 18, no. 2 (March 14, 2016): 214–33. doi:10.1080/1523908X.2015.1070334.

Taeihagh, Araz. "Network-Centric Policy Design." *Policy Sciences* 50, no. 2 (June 1, 2017): 317–38. doi:10.1007/s11077-016-9270-0.

Recommended

Thelen, K. "How Institutions Evolve: Insights from Comparative Historical Analysis." In *Comparative Historical Analysis in the Social Sciences*, edited by J. Mahoney and D. Rueschemeyer, 208–40. Cambridge: Cambridge University Press, 2003.

Beland, Daniel. "Ideas and Institutional Change in Social Security: Conversion, Layering and Policy Drift." *Social Science Quarterly* 88, no. 1 (2007): 20–38.

Hacker, J. S. "Policy Drift: The Hidden Politics of US Welfare State Retrenchment." In *Beyond Continuity: Institutional Change in Advanced Political Economies*, edited by W. Streek and K. Thelen, 40–82. Oxford: Oxford University Press, 2005.

Van Kersbergen, Kees, and Anton Hemerijck. "Two Decades of Change in Europe: The Emergence of the Social Investment State." *Journal of Social Policy* (2012): 1–18. doi:10.1017/S0047279412000050.

Wellstead, Adam, Jeremy Rayner, and Michael Howlett. "Alberta's Oil Sands Reclamation Policy Trajectory: The Role of Tense Layering, Policy Stretching, and Policy Patching in Long-Term Policy Dynamics." *Journal of Environmental Planning and Management* 59, no. 10 (October 2, 2016): 1873–90. doi:10.1080/09640568.2015.1098594.

Carey, Gemma, Adrian Kay, and Ann Nevile. "Institutional Legacies and 'Sticky Layers': What Happens in Cases of Transformative Policy Change?" *Administration & Society*, April 19, 2017, 95399717704682. doi:10.1177/0095399717704682.

SECTION III: Who and How?

Week VI (OCT 24) - Policy Advisory Systems: Policy Advice and Analysis
Required

Craft, Jonathan, and Michael Howlett. "Policy Formulation, Governance Shifts and Policy Influence: Location and Content in Policy Advisory Systems." *Journal of Public Policy* 32, no. 2 (2012): 79–98. doi:10.1017/S0143814X12000049.

Mukherjee, Ishani, and Michael Howlett. "Who Is a Stream? Epistemic Communities, Instrument Constituencies and Advocacy Coalitions in Public Policy-Making." *Politics and Governance* 3, no. 2 (August 26, 2015): 65. doi:10.17645/pag.v3i2.290.

Simons, Arno and Jan-Peter Voss. "Policy Instrument Constituencies." In *Handbook of Policy Formulation*, edited by Michael Howlett and Ishani Mukherjee, 355–72. Cheltenham: Edward Elgar, 2017.

Dunlop, Claire. "Epistemic Communities." In *Routledge Handbook of Public Policy*, edited by Eduardo Araral, Scott Fritzen, Michael Howlett, M. Ramesh, and Xun Wu, 229–43. New York: Routledge, 2013.

Sabatier, P. A., and N. Pelkey. "Incorporating Multiple Actors And Guidance Instruments into Models of Regulatory Policymaking: An Advocacy Coalition Framework." *Administration & Society* 19, no. 2 (1987): 236–63.

Öberg, PerOla, Martin Lundin, and Jonas Thelander. "Political Power and Policy Design: Why Are Policy Alternatives Constrained?" *Policy Studies Journal* 43, no. 1 (February 1, 2015): 93–114. doi:10.1111/psj.12086.

Cohen, Nissim. "Policy Entrepreneurs and the Design of Public Policy: The Case of the National Health Insurance Law in Israel - Journal of Social Research & Policy." *Journal of Social Research & Policy* 3, no. 1 (2012): 5–26.

Recommended

Voß, Jan-Peter, and Arno Simons. "Instrument Constituencies and the Supply Side of Policy Innovation: The Social Life of Emissions Trading." *Environmental Politics* 23, no. 5 (June 27, 2014): 735–54. doi:10.1080/09644016.2014.923625.

Beland, Daniel, Rosina Foli, Michael Howlett, M. Ramesh, and JJ Woo. "Instrument Constituencies and Transnational Policy Diffusion: The Case of Conditional Cash Transfers." *Review of International Political Economy*, 2018.

Beland, Daniel, and Michael Howlett. "How Solutions Chase Problems: Instrument Constituencies in the Policy Process." *Governance* 29, no. 3 (2016): 393–409.

Cross, Mai'a K. Davis. "The Limits of Epistemic Communities: EU Security Agencies." *Politics and Governance* 3, no. 1 (March 31, 2015): 90. doi:10.17645/pag.v3i1.78.

Knaggård, Åsa. "The Multiple Streams Framework and the Problem Broker." *European Journal of Political Research*, May 1, 2015, n/a-n/a. doi:10.1111/1475-6765.12097.

Howlett, Michael, and Andrea Migone. "Policy Advice through the Market: The Role of External Consultants in Contemporary Policy Advisory Systems." *Policy & Society* 32, no. 3 (2013):

Fraussen, Bert, and Darren Halpin. "Think Tanks and Strategic Policy-Making: The Contribution of Think Tanks to Policy Advisory Systems." *Policy Sciences* 50, no. 1 (March 1, 2017): 105–24. doi:10.1007/s11077-016-9246-0.

Christopher Eichbaum, and Richard Shaw. "The Impact of Political Parties, Executives and Political Staff on Policy Formulation." In *Handbook of Policy Formulation*, edited by Michael Howlett and Ishani Mukherjee, 463–76. Cheltenham: Edward Elgar, 2017.

Rowe, Sylvia, Nick Alexander, Connie M. Weaver, Johanna T. Dwyer, Christa Drew, Rhona S. Applebaum, Stephanie Atkinson, et al. "How Experts Are Chosen to Inform Public Policy: Can the Process Be Improved?" *Health Policy* 112, no. 3 (October 1, 2013): 172–78. doi:10.1016/j.healthpol.2013.01.012.

May, Peter J., Chris Koski, and Nicholas Stramp. "Issue Expertise in Policymaking." *Journal of Public Policy*, September 5, 2014, 1–24. doi:10.1017/S0143814X14000233.

Week VII (OCT 31) – Who Are the Policy Designers and How Do They Think?
Required

Kohoutek, Jan, Martin Nekola, and Vilém Novotný. "Conceptualizing Policy Work as Activity and Field of Research." *Central European Journal of Public Policy* 7, no. 1 (June 30, 2013): 28–58.

Mayer, I., P. Bots, and E. van Daalen. "Perspectives on Policy Analysis: A Framework for Understanding and Design." *International Journal of Technology, Policy and Management* 4, no. 1 (2004): 169–91.

Howlett, Michael, and Adam Wellstead. "Policy Analysts in the Bureaucracy Revisited: The Nature of Professional Policy Work in Contemporary Government." *Politics & Policy* 39, no. 4 (August 1, 2011): 613–33. doi:10.1111/j.1747-1346.2011.00306.x.

Considine, Mark. "Thinking Outside the Box? Applying Design Theory to Public Policy." *Politics & Policy* 40, no. 4 (2012): 704–724. doi:10.1111/j.1747-1346.2012.00372.x.

Carey, Gemma, Fiona Buick, Melanie Pescud, and Eleanor Malbon. "Preventing Dysfunction and Improving Policy Advice: The Role of Intra-Departmental Boundary Spanners." *Australian Journal of Public Administration*, September 1, 2016, n/a-n/a. doi:10.1111/1467-8500.12213.

Borgstede, Chris Von, and Lennart J. Lundqvist. "Organizational Culture, Professional Role Conceptions and Local Swedish Decision-Makers' Views on Climate Policy Instruments." *Journal of Environmental Policy & Planning* 8, no. 4 (December 1, 2006): 279–92. doi:10.1080/15239080601084711.

Turnpenny, John R., Andrew J. Jordan, Camilla Adelle, Stephan Bartke, Thomas Bournaris, Petrus Kautto, Hanna Kuittinen, et al. "The Use of Policy Formulation Tools in the Venue of Policy Appraisal: Patterns and Underlying Motivations." In *The Tools of Policy Formulation: Actors, Capacities, Venues and Effects*, edited by Andrew Jordan and John Turnpenny, 184–204. Cheltenham: Edward Elgar, 2014.

Perez-Soba, Marta, and Rob Maas. "Scenarios: Tools for Coping with Complexity and Future Uncertainty? : The Tools of Policy Formulation Actors, Capacities, Venues and Effects." In *The Tools of Policy Formulation: Actors, Capacities, Venues and Effects*, edited by Andrew J. Jordan and John R. Turnpenny, 52–75. Cheltenham: Edward Elgar, 2015. https://www.elgaronline.com/view/9781783477036.00014.xml.

Recommended

Gibson, Fiona L., Abbie A. Rogers, Anthony D. M. Smith, Anna Roberts, Hugh Possingham, Michael McCarthy, and David J. Pannell. "Factors Influencing the Use of Decision Support Tools in the Development and Design of Conservation Policy." *Environmental Science & Policy* 70 (April 2017): 1–8. doi:10.1016/j.envsci.2017.01.002.

Lehtonen, Markku. "Indicators: Tools for Informing, Monitoring or Controlling?" In *The Tools of Policy Formulation: Actors, Capacities, Venues and Effects*, edited by Andrew Jordan and John Turnpenny, 76–99. Cheltenham: Edward Elgar, 2014.

Giles Atkinson. "Cost-Benefit Analysis: A Tool That Is Both Useful and Influential?" In *The Tools of Policy Formulation: Actors, Capacities, Venues and Effects*, edited by Andrew Jordan and John Turnpenny, 142–62. Cheltenham: Edward Elgar, 2014.

Howlett, Michael. "Public Managers as the Missing Variable in Policy Studies: An Empirical Investigation Using Canadian Data." *Review of Policy Research* 28, no. 3 (May 1, 2011): 247–63. doi:10.1111/j.1541-1338.2011.00494.x.

Howlett, Michael, and Andrea Migone. "Searching for Substance: Externalization, Politicization and the Work of Canadian Policy Consultants 2006-2013." *Central European Journal of Public Policy* 7, no. 1 (June 30, 2013): 112–33.

Howlett, Michael P., Seck Tan, Adam Wellstead, Andrea Migone, and Bryan Mitchell Evans. "Policy Analysis and the Tools of Policy Appraisal: The Distribution of Analytical Techniques in Policy Advisory Systems." In *The Tools of Policy Formulation: Actors, Capacities, Venues and Effects*, edited by Andrew Jordan and John Turnpenny, 163–83. Cheltenham: Edward Elgar, 2014.

Hillen, Marij A., Caitlin M. Gutheil, Tania D. Strout, Ellen M. A. Smets, and Paul K. J. Han. "Tolerance of Uncertainty: Conceptual Analysis, Integrative Model, and Implications for Healthcare." *Social Science & Medicine* 180 (May 2017): 62–75. doi:10.1016/j.socscimed.2017.03.024.

Jong, Martin de, and Jurian Edelenbos. "An Insider's Look into Policy Transfer in Transnational Expert Networks." *European Planning Studies* 15, no. 5 (2007): 687–706.

Woods, Neal D. "Regulatory Analysis Procedures and Political Influence on Bureaucratic Policymaking." *Regulation & Governance*, January 1, 2017, n/a-n/a. doi:10.1111/rego.12139.

Kraan, Marloes, Astrid Hendriksen, Luc van Hoof, Judith van Leeuwen, and Charlène Jouanneau. "How to Dance? The Tango of Stakeholder Involvement in Marine Governance Research." *Marine Policy*, 2017. doi:10.1016/j.marpol.2014.05.010.

SECTION IV – Best Practices and Principles

Week VIII (NOV 7)- Policy Effectiveness: Coherence, Congruence, Consistency, Sequencing & Agility

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SECTION VI: Future Trends

Week X (NOV 21)– Research and Practice Looking Forward: Big Data, Crowd-Sourcing, Co-Design and More Required

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** NOVEMBER 28 – No Class

PART II – CLASS PRESENTATIONS

Week XI / Week XII / Week XIII (December 6-8)

PAPERS DUE (December 13)

NOTE: **Department Undergraduate Notes:**
The Department of Political Science strictly enforces a policy on plagiarism.
For details, see http://www.sfu.ca/politics/undergraduate/program/related_links.html and click on "Plagiarism and Intellectual Dishonesty".