

# Contents

---

*List of Figures* ix

*List of Tables* xi

## **Part 1: Introduction**

- 1 The Nature of Professional Policy Work in Canada:  
An Introduction and Overview 5

MICHAEL HOWLETT, ADAM WELLSTEAD, AND JONATHAN CRAFT

- 2 Policy Analysts in the Bureaucracy Revisited: The Nature of  
Professional Policy Work in Contemporary Government 19

MICHAEL HOWLETT AND ADAM WELLSTEAD

## **Part 2: Policy Work in Canadian Government**

- 3 Policy Capacity and Incapacity in Canada's Federal Government  
39

ADAM WELLSTEAD, RICHARD STEDMAN, AND EVERT LINDQUIST

- 4 Policy Analysis and Policy Work at the Provincial and Territorial  
Level: Demographics and Description 58

MICHAEL HOWLETT AND JOSHUA NEWMAN

- 5 The Policy Analytical Capacity of the Government of Quebec:  
Results from a Survey of Officials 77

LUC BERNIER AND MICHAEL HOWLETT

- 6 Differences in Federal and Provincial Policy Analysis 87  
MICHAEL HOWLETT AND ADAM WELLSTEAD
- 7 Intergovernmental Policy Capacities and Practices in Canada 100  
PATRICIA L. O'REILLY, GREGORY J. INWOOD, AND CAROLYN  
M. JOHNS
- 8 Public Managers and Policy Analytical Capacity in Canada 111  
MICHAEL HOWLETT
- 9 Policy Work and the Political Arm of Government 134  
JONATHAN CRAFT

### **Part 3: Policy Work outside Government**

- 10 The Role of Policy Consultants: “Consultocracy” or Business  
as Usual 155  
MICHAEL HOWLETT AND ANDREA MIGONE
- 11 Inside the Black Box of Academic Researchers–Policy Analysts  
Interactions 183  
MATHIEU OUIMET, PIERRE-OLIVIER BÉDARD, AND GRÉGORY LÉON
- 12 Government Science and Policy Advice: Evidence-based  
Policymaking at the Ontario Ministry of Natural Resources  
and Its Implications for the Practice of Policy Analysis 207  
NICOLE KLENK
- 13 Mandates, Political Parties, and Policy Capacity 224  
GREG FLYNN
- 14 Policy Dialogue and Engagement between Non-Government  
Organizations and Government: A Survey of Processes and  
Instruments of Canadian Policy Workers 241  
BRYAN EVANS AND ADAM WELLSTEAD

## **Part 4: Improving Canadian Policy Work**

- 15 Targeted Supply-Side Policy Capacity Dynamics: High-Calibre  
Policy Worker Recruitment in Canada 267

JONATHAN CRAFT AND SIOBHAN HARTY

- 16 (Re)Scaling Policy Capacity between Government and  
the Voluntary Sector in Canada 288

KARINE LEVASSEUR

- 17 Towards Policy Analysis 2.0: Platforms for Knowledge Sharing  
and Collaboration among Policy Analysts 302

JUSTIN LONGO

## **Part 5: Conclusion**

- 18 Policy Work System Dynamics: Implications for Practice,  
Pedagogy, and Scholarship 325

ADAM WELLSTEAD, JONATHAN CRAFT, AND MICHAEL HOWLETT

*References* 335

*Permission Credits* 383

*Contributors* 385

*This page intentionally left blank*