

Contents

Foreword vii

List of Figures xi

List of Tables xv

Introduction 3

JACQUES BOURGAULT AND CHRISTOPHER DUNN

1 Deputy Ministers in Newfoundland and Labrador:
From Guardians to Managers 12

CHRISTOPHER DUNN

2 Deputy Ministers in Nova Scotia: The Influence of New Public
Governance on Nova Scotia's First NDP Government 51

MICHELLE COFFIN AND LORI TURNBULL

3 Deputy Ministers in Prince Edward Island: Professionalism,
Policymaking, and Patronage 72

PETER MCKENNA

4 New Brunswick's Deputy Ministers: Out of the Ordinary
and Close to the Premier 100

GILLES BOUCHARD

5 Quebec Deputy Ministers: Accent on Program and
Service Delivery in Times of Scarcity 123

JACQUES BOURGAULT AND STÉPHANIE VIOLA-PLANTE

6 From "Gurus" to Chief Executives? The Contestable
Transformation of Ontario's Deputy Ministers, 1971 to 2007 148

BRYAN M. EVANS, JANET M. LUM, AND DUNCAN MACLELLAN

- 7 More Than Nobodies, but Not the Powers behind the Throne: The Role of Deputy Ministers in Manitoba 201
REBECCA JENSEN AND PAUL G. THOMAS
- 8 Saskatchewan's Deputy Ministers: Political Executives or Public Servants? 239
KEN RASMUSSEN
- 9 Alberta Deputy Ministers: The Management of Change 262
ALLAN TUPPER
- 10 Government Transitions, Leadership Succession, and Executive Turnover in British Columbia, 1996–2006 283
EVERT LINDQUIST AND THEA VAKIL
- 11 Comparative Analysis of Stability and Mobility of the Canadian Provincial Bureaucratic Elite, 1987–2007 309
GERALD BIERLING, BARBARA WAKE CARROLL,
AND MICHAEL WHYTE KPSSA
- 12 A Canada-Wide Survey of Deputy and Assistant Deputy Ministers: A Descriptive Analysis 324
BRYAN M. EVANS, JANET M. LUM, AND JOHN SHIELDS
- 13 Federal Deputy Ministers: Serial Servers Looking for Influence 364
JACQUES BOURGAULT
- 14 Public Sector Executive Compensation in a Time of Restraint 401
DAVID ZUSSMAN
- Conclusion: Deputy Ministers in Canada – Evolution of Deputy Ministers as Archetypal Figures 429
JACQUES BOURGAULT AND CHRISTOPHER DUNN

Contributors 451