



# PARLIAMENTARY MANAGEMENT

**ONLINE** PROFESSIONAL DEVELOPMENT  
PROGRAM



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## NATURE OF THE PROGRAM

**UNIQUE**—This practical program provides a unique skill-building opportunity for mid-level and senior parliamentary staff. Combining theory and practice, the program integrates findings from cutting-edge parliamentary research projects, which inform the program curriculum. Program participants have a unique opportunity not only to comment on research findings, but also turn them into actionable knowledge.

**ACCESSIBLE**—Online learning allows for increased access, cost efficiency, convenience, and flexibility to the participants.

**ADAPTABLE**—The program is structured in such a way as to allow participants from diverse parliamentary backgrounds to benefit and learn from experienced parliamentary experts, as well as from each other.



## PROGRAM BENEFITS

- Enrich your parliamentary knowledge through a curriculum designed based on feedback from parliaments from all over the world and informed by research
- Study at McGill University, ranked among the world's top universities.
- Experience the flexibility of online courses, enabling participants to complete program requirements with minimum disruption to their work and family schedule.
- Apply what you learn to your own parliamentary environment and choose your own practical research projects.
- Work with, and be mentored by, a highly qualified teaching team combining senior-level practical parliamentary experience and world-class subject-matter expertise.
- Share your work experiences and network with your international colleagues to ascertain best practices and explore the possibility of short-term parliamentary attachments.
- Receive a Professional Development Certificate in Parliamentary Management from McGill University's School of Continuing Studies upon successful completion of the program.

## PROGRAM OBJECTIVES

- Support parliaments in fulfilling their constitutional and statutory obligations.
- Offer a curriculum based on international good practices focusing on their application to parliamentary settings within different political systems and cultures.
- Develop professional skills and abilities of parliamentary staff through a practical teaching approach.
- Build a dependable corporate memory of parliament and ensure sustainable parliamentary staff development for the future.

## WHO SHOULD ATTEND

The program is designed for mid-level parliamentary staff that have the potential to reach the highest levels of parliamentary management.

Priority will be given to procedural staff, administrative staff involved in the corporate governance of parliament, and to research staff. Staff from the executive and judicial branches of government, political caucuses, international development and assistance agencies, journalists from the parliamentary press corps. Mid-career professionals who wish to work in parliament will also be considered if space permits.



## PROGRAM OUTLINE

### Current Trends in Parliamentary Administration (YCBS 244)

20 hours plus approximately 10 hours of assignments

3 Continuing Education Units

This course provides an overview of democratic and parliamentary principles, as well as specific skills and competencies required of parliamentary staff. Online discussions and live online sessions allows participants to share their views, acquire a better appreciation of each other's parliaments and set the stage for the rest of the program. Distinguished speakers share their perspectives via video recordings. During the course, each participant is paired with a mentor who is available for personal consultation and support throughout the program.

### Parliamentary Research and IT (YCBS 249)

20 hours plus approximately 10 hours of assignments

3 Continuing Education Units

This course emphasizes the importance of research and policy analysis in the legislative process and demonstrates how parliamentary staff can utilize successful methods to contribute effectively to that process. Focus is placed on the particulars of research and policy analysis, highlighting the differences in purposes and methods between legislative and academic research and proper staff preparation for policy analysis work; an in-depth examination of various types of policy analysis, the role of the parliamentary policy analyst, the analytic process, and six critical steps necessary for useful policy analysis in a legislative environment. Finally, the course addresses the effective use of information in parliaments and proper presentation for legislative audiences. Key topics include the value of objective information to legislators, the particular value and uses of partisan information, and "writing for legislators".

### Corporate Management of Parliament I (YCBS 245)

20 hours plus approximately 10 hours of assignments

3 Continuing Education Units

Parliaments are increasingly challenged to manage their own affairs free from the restrictions imposed upon them by the executive. Distinct from the private corporate world and the government public sector, parliaments are entities created by human resolve for self-determination, shaped by culture and history, and driven by the will of the people. Parliaments, by their very nature as "houses of the people," elicit very stringent calls for robust management structures and systems. Civil society sets the bar for good corporate governance in parliament, with heightened expectations of probity, accountability, and transparency.

This course explores how parliaments can meet the expectations of the public through clear and coherent corporate governance structures and processes, optimal utilization of available resources. The focus is placed on general concepts of good corporate governance and their pertinence and applicability to parliament; the role of key stakeholders, the importance of strong inter-relationships, as well as management of human and financial resources in a parliamentary setting.



### **Corporate Management of Parliament II (YCBS 246)**

20 hours plus approximately 10 hours of assignments

3 Continuing Education Units

This course complements Corporate Management of Parliament I course as it demonstrates the importance of coordinated approaches to planning and executing lessons learned and good practices in meeting the expectations of parliamentarians and the public regarding sound parliamentary management. The effectiveness of various organizational performance assessment tools, including surveying, management accountability frameworks, key performance indicators and benchmarking will be examined to allow participants to assess their own parliaments in terms of good corporate management and to possibly recommend areas for improvement. In parliamentary settings, good corporate governance serves democratic governance. Without a clear understanding of the basic principles of democracy and how it works, corporate management risks curtailing the enhancement of democracy. In this regard, information will be provided highlighting parliamentary rules, procedures and practices and their applicability to the democratic principles.

### **Parliamentary Committees (YCBS 247)**

20 hours plus approximately 10 hours of assignments

3 Continuing Education Units

This interactive and practical course examines what parliamentary committees are, the role they play in the work of parliament and the factors that contribute to their success, or otherwise. It considers the procedural, administrative, research, and analytical support that committees need to undertake their work. Focus is placed on the 'bread and butter' of committee work, namely, the process of conducting committee inquiries and the important role that committees play in terms of accountability and engagement.

### **Public Financial Management (YCBS 248)**

20 hours plus approximately 10 hours of assignments

3 Continuing Education Units

Public financial management (PFM) is the system of rules, processes, procedures, and regulations through which decisions on financial resources are made and implemented. In a broader perspective, PFM also defines the relation of the state to its citizens. The major dimensions of the domestic context of PFM are the quality of governance and capability of institutions in the country.

The PFM course aims to provide a basis for better understanding core concepts, objectives, and issues in PFM as they relate to the functions of the legislature. It considers the context of PFM, as well as the "upstream" and "downstream" stages of the budget. Particular focus is placed on how PFM arrangements influence budgetary outcomes and the objectives of aggregate financial discipline, allocative efficiency, and operational efficiency.

## **PROGRAM SCHEDULE**

This professional development program can be completed in 12-24 months.

For the most up-to-date program schedule, please refer to the program website:

**[www.mcgill.ca/scs-parliament](http://www.mcgill.ca/scs-parliament)**

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## YOUR EXPERTS & MENTORS

### FREDERICK (RICK) STAPENHURST

#### Program Coordinator

Dr. Frederick Stapenhurst is an Assistant Professor and Parliamentary Program Coordinator at McGill University. He is a former board member at Parliamentary Centre, member of Transparency International, and North American co-chair of the Research Committee of Legislative Specialists. Prior to joining McGill University, he worked at the World Bank concentrating on anti-corruption and parliamentary development, and writing extensively on these issues. Dr. Frederick Stapenhurst holds a doctorate in Business and Commerce from Australian National University, where he researched presidential and parliamentary systems of government. His most recent publications include *Anti-Corruption Evidence* (Springer, 2020), a book which he co-edited with Rasheed Draman, Brooke Larson and Anthony Staddon; *Democracy, Legislatures and Business Conditions in African Post-Authoritarian Regimes* (Cambridge, 2019) an article which he co-authored with Isabelle Côté, and *Developing an index of EX\_POST parliamentary oversight of public finance* (Journal of Legislative Studies, 2019) which he co-authored with Kerry Jacobs and Cedric Eaboutou.

### PAUL C. BÉLISLE

Paul Bélisle is a consultant and instructor specializing in the field of parliamentary corporate governance and on matters of rules, procedures and practices relevant to the effective functioning of the houses of parliaments and their committees. He has spent over 45 years working with parliaments. Thirty-nine years as an official in the Senate of Canada, Paul Bélisle was, for 16 years, Clerk (Secretary General) of the Senate and Clerk of the Parliaments in Canada, leading a team of over 400 employees. For the past ten years, he has worked as a consultant with several organizations including WBI, UNDP, Commonwealth (CPA), and la Francophonie (ASGPF).

Paul Bélisle's extensive leadership experience as Clerk (Secretary General) has served him well in undertaking capacity-building projects with legislatures around the world and engaging legislators and their staff from many different political environments. He has led international seminars and working groups on the provision of resources and services to Parliaments, promoting sound principles and practices to enhance democracy in many countries, including Bangladesh, Bénin, Cambodia, Fiji, Ivory Coast, Jamaica, Myanmar, Nigeria and Togo.

Paul Bélisle is an honorary officer of the Parliament of Canada and of the Canadian Society of Clerks-at-the-Table and a recipient of prestigious awards of recognition, including the Queen Elizabeth 2nd Diamond Jubilee Medal, the Golden Jubilee Medal, l'Ordre de la Pléiade and the 125th Anniversary of the Confederation of Canada Medal.

Of his many achievements, Paul Bélisle considers his involvement in the development, implementation and his on-going teaching

and mentoring of the many students in the McGill's Professional Development Certificate in Parliamentary Management Program, a highlight of his consulting and teaching career. He holds degrees in Civil Law, Political Science and Public Administration from the University of Ottawa.

### WARREN CAHILL

Warren Cahill is a consultant and instructor with over 30 years of practical experience, application and research in Parliamentary Law, Practice and Operations. Warren has extensive experience as a senior officer of the New South Wales Parliament where he was Clerk of Committees, Usher of the Black Rod and a Clerk-at-the-Table. His areas of expertise include democratic governance, parliamentary development, executive oversight, effective government functioning and the machinery of government. Since 2005, Warren Cahill has been working extensively in the field of parliamentary strengthening and democratic governance. He has been Chief Technical Advisor to UNDP Parliamentary Strengthening Projects in the Solomon Islands (2005–2009), Bangladesh (2009–2011), and Myanmar (2014–2018). Between 2011 and 2014 Warren provided technical support and advice to a number of parliamentary projects in the Asia/Pacific region and Africa.

### KEVIN DEVEAUX

As a former parliamentarian, legal drafter and UN senior focal point, Kevin Deveaux has spent his professional career engaged with parliaments and their impact on the lives of citizens. A Barrister & Solicitor from Eastern Passage, Nova Scotia, Canada, Kevin Deveaux practiced law in Toronto and Halifax as a Crown Attorney, and later as a drafter of legislation. Kevin Deveaux was elected to the Nova Scotia House of Assembly in 1998 for the constituency of Cole Harbour-Eastern Passage, and was re-elected in 1999, 2003 and 2006. During his time as an MP he was the Deputy Speaker for the House from 1999–2003 and the Official Opposition House Leader from 2003–2007. Kevin Deveaux also worked internationally with the US-based National Democratic Institute (NDI) as a part-time parliamentary consultant working in Kosovo, Iraq, Egypt, Cambodia and Palestine. In 2007, Kevin Deveaux resigned his seat in the House of Assembly to work full-time as a Senior Parliamentary Technical Adviser with the United Nations Development Program (UNDP) in Hanoi, Vietnam. The following year he was appointed to the post of Parliamentary Development Policy Adviser in New York with UNDP's Democratic Governance Group; he was in charge of the Global Program for Parliamentary Support (GPPS) and provided support to more than 70 UNDP Country Offices in which there were parliamentary support programs. He was directly engaged in the development and implementation of major parliamentary programs in Pakistan, Cambodia, Tunisia, Libya, Bangladesh, Lebanon, Myanmar and Iraq.



### RASHEED DRAMAN

Rasheed Draman is Executive Director of the African Center for Parliamentary Affairs (ACEPA). He has been actively engaged in Institutional, Parliamentary, Public Financial Management, Evaluation and Governance issues for the past fifteen years. He has carried out pioneering work with more than 30 Parliaments and governments in Africa (including the Pan-African and ECOWAS Parliaments) and other Parliaments around the world. He has conceptualized, developed and led the implementation of numerous multi-million dollar overnance/parliamentary support projects; has conducted needs assessments of a number of Parliaments in Africa. Dr. Draman helped a number of African Parliaments in their Strategic Planning; designed and delivered training to MPs and staff in the budget process, social accountability, financial oversight, oversight of the extractives sector and poverty reduction. He has some publications to his credit on these subjects.

Rasheed Draman holds a PhD in Political Science from Carleton University. He has taught courses on Development and Conflict at that University and has been a Guest Lecturer at Harvard University. He has served as the Director of Africa Programs at the Parliamentary Centre between 2006 and 2013. He has also served as a Consultant for the Africa Branch and the Multilateral Programs Branch of CIDA in Canada.

### GUY LINDSTROM

Guy Lindstrom has had a long career in international relations, spanning work for the International Department of the Parliament of Finland, the Nordic Council (a regional organization for the five Scandinavian countries Denmark, Finland, Iceland, Norway, and Sweden) as well as the Ministry for Foreign Affairs.

His main responsibilities have included Arctic policy, security and defense issues and Asia-Europe relations. He took part in the work to set up the Arctic Council in the 1990's and served as the first Secretary General of the Conference of Parliamentarians of the Arctic Region. In the Nordic Council he was Secretary General of the Finnish delegation and before that Committee Counsel for the International Affairs Committee and the Committee on Culture, Research and Education. In the Finnish parliament he has also held other staff positions, including with the research service.

Over the years Guy Lindstrom has been engaged in promoting international regional cooperation as well as in strengthening democracy and parliamentary work in different parts of the world. Prior to his retirement in 2015 he organized for fifteen years in cooperation with the World Bank an annual Helsinki seminar on parliamentary strengthening.

### ANTHONY STADDON

Anthony Staddon is a consultant and an instructor with over 20 years of practical, research and teaching experience in the field of political science, with an emphasis on parliamentary studies. Familiar with the challenges of parliamentary practice (including small country contexts); good knowledge of British and European Union politics in addition to parliamentary and political development issues worldwide. He has a proven track record of delivering technical assistance and developmental support to legislatures in developed, developing and vulnerable environments and a speaker at numerous conferences on parliament. Anthony Staddon successfully delivered numerous consulting projects for a number of international organizations including the World Bank, the European Union, the National Democratic Institute, as well as the Office for the High Commissioner for Human Rights and the Organization for Security and Cooperation in Europe.

Educated at Southampton and Newcastle Universities, Anthony Staddon has worked with a number of legislatures, particularly from across the Commonwealth. He joined the Commonwealth Parliamentary Association (CPA) in December 1999 as an Assistant Director. Between June 2002 and December 2006, Anthony Staddon headed the Secretary-General's office working closely with the then Secretary-General of the CPA, Hon. Denis Marshall, a former Minister in New Zealand. He is currently a consultant at the CPA where he manages the CPA Benchmark programme as part of the Commonwealth Partnership of Democracy (CP4D). He also shares his extensive knowledge and experience through teaching at McGill University in Parliamentary Management and Governance programs.



# ADMISSION AND REGISTRATION INFORMATION

## PROGRAM FEES:

**Program Fee (Including admission fee)  
In Canadian Dollars**

Regular Program Fee	\$5,495
Developing Nations** Program Fee	\$4,995
Group Discount for two or more participants from the same organization	\$500

If you wish to register and attend only some of the courses in the program, you can do so as long as you meet the program admission requirements. **Tuition fee for individual courses is CAD \$995 per course.**

\* Program Fee includes admission fee and all course materials.

\*\* According to the World Bank classification, low- and middle-income countries are considered developing nations (<http://data.worldbank.org/about/country-and-lending-groups>).

## ADMISSION REQUIREMENTS

- A minimum of Bachelor's degree in any discipline
- A letter of reference from your current employer: parliament or related government organization.
- A piece of government ID, such as a passport or birth certificate.

Applicants who do not hold a Bachelor's degree, must:

- Be at least 18 years old
- Have at least a high school leaving certificate (a copy of the certificate must be provided)
- Demonstrate professional experience equivalent to a Bachelor's degree by providing:
  - A Curriculum Vitae (CV)
  - A letter of reference from current employer: parliament or related government organization



Dr. FredericK Stapenhurst and Mr. Anthony Staddon.



### TO APPLY AND REGISTER

If you wish to apply to this non-credit professional development program, you can do so by submitting your application online.

Please refer to the program website:

**<http://www.mcgill.ca/scs-parliament>**.

### INQUIRIES

For admission and registration information please contact the department of Career and Professional Development (Non-Credit Programs) at:

**Tel: +1-514-398-5454**

**E-mail: [parl.scs@mcgill.ca](mailto:parl.scs@mcgill.ca)**.

For inquiries related to the content of this program, please contact Dr. Rick Stapenhurst at

**[frederick.stapenhurst@mcgill.ca](mailto:frederick.stapenhurst@mcgill.ca)**.





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