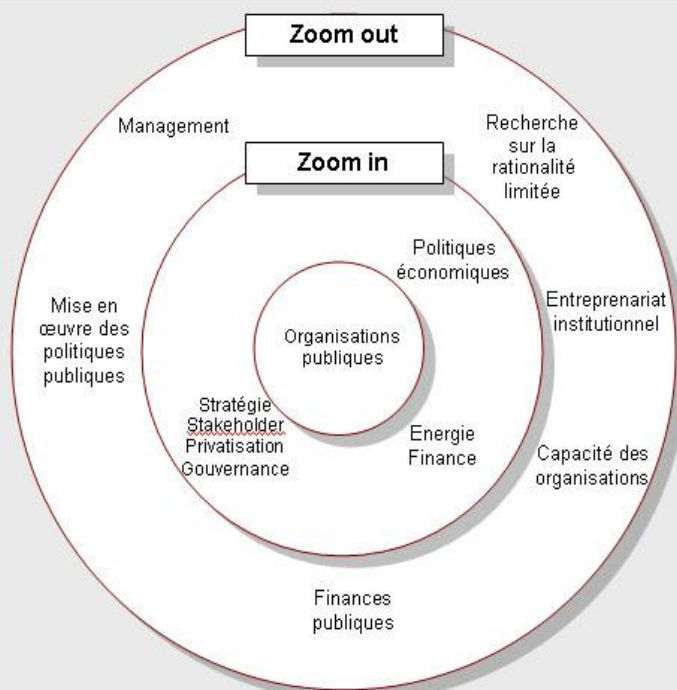


Centre de recherche sur la gouvernance



**BULLETIN DE VEILLE**  
Volume 5, No 2

OCTOBRE 2013



**École nationale d'administration publique**  
**Télé-université de l'université du Québec à Montréal**

**Le Bulletin de veille du CERGO fait connaître diverses perspectives touchant la gouvernance des entreprises publiques et l'intérêt général.**

**Dans ce numéro, nous vous présentons**

- **Deux annonces de conférence en 2013 et 2014 ;**
- **Trois notices de livres, et;**
- **Des articles académiques sur les intérêts de recherche du CERGO.**

**De plus, si vous avez de la difficulté à retracer un document cité dans ce bulletin, n'hésitez pas à communiquer avec moi.**

**Bonne lecture!**

**Robert Poirier**

**Chercheur invité et coordonnateur, CERGO**

**Adresse courriel : [veille.cergo@enap.ca](mailto:veille.cergo@enap.ca)**

# ÉVÈNEMENTS A VENIR

## COLLOQUES, CONGRÈS ET CONFÉRENCES

<b>Titre</b>	<b>THE 13TH FRAP - FINANCE, RISK AND ACCOUNTING PERSPECTIVES CONFERENCE</b>
<b>Organisateurs</b>	ACRN research network.
<b>Lieu/Date</b>	Du 18 au 20 novembre 2013. Cambridge University - Hughes Hall College, Angleterre.
<b>Lien</b>	<a href="http://www.acrn.eu/finance/">http://www.acrn.eu/finance/</a>
<b>Informations</b>	<p><i>Turbulent markets as a context. Over the years 2007-2011, market volatility has risen enormously and just recently fell without immediate rational explanation, despite still high levels of uncertainty and perceived volatility. As a consequence, traditional planning and forecasting tools have turned out to be not always applicable, or even erroneous. Inherent complexity in structures and agent relations caused fatal and unforeseen impacts, and some tend to agree that in cases risk once again became uncertainty, because formerly reliable deterministic models on the micro and macro level were invalidated.</i></p> <p><i>Such an extreme environment however also creates opportunities for innovation in processes and thinking. At the same time, information as a prerequisite for rational decisions has become almost overly affluent - in terms of timeliness, scope and delivery. Intelligence is available everywhere and at any time, often through new modes of delivery, such as social media. This creates an interesting playground for technological innovation, while at the same time business leaders are questioning the whole process of decision making, planning and forecasting. While some see the need to gain more, and especially more timely information, others are adapting more entrepreneurial strategies in dealing with uncertainty. Yet others are innovating and rethinking how they approach financing and ultimately opportunity exploitation for example through Crowdsourcing and Crowdfunding. Such crowd based activities also heavily rely on information and intelligence, however often untested and un-audited - yet some call it the "wisdom of the crowd" and embrace these as a new paradigm and emancipation from traditional financial institutions like banks or venture capital firms.</i></p> <p><i>The outlined interwoven and dynamic fields invite a multitude of scholarly perspectives, dealing with for example: efficiency in markets, time issues in planning and reporting, information dispersion and risk-perception, regulation and auditing, strategy building, behavioural finance and technological impact.</i></p>

<b>Titre</b>	<b>2ND INTERNATIONAL CONFERENCE ON MANAGEMENT, LEADERSHIP AND GOVERNANCE – ICMLG 2014</b>
<b>Organisateur</b>	<b>Babson College.</b>
<b>Lieu/Date</b>	<b>Le 20 et 21 mars 2014, Wellesley, Massachusetts, États-Unis.</b>
<b>Lien</b>	<a href="http://academic-conferences.org/icmlg/icmlg2014/icmlg14-home.htm">http://academic-conferences.org/icmlg/icmlg2014/icmlg14-home.htm</a>
<b>Informations</b>	<p><i>The International Conference on Management, Leadership, and Governance (ICMLG 2014) invites researchers, practitioners, and academics to present their research findings, work in progress, case studies and conceptual advances in any branch of the above fields. Although a broad range of submissions are warmly welcomed, two themes are especially encouraged. Because Babson College has positioned itself as the “educator of Entrepreneurship of All Kinds™,” papers that reflect the application of entrepreneurship to all types and sizes of organization will be of particular interest. Similarly, work on the emerging topic of sustainability – the understanding that economic and social value creation are not mutually exclusive – would be greatly appreciated.</i></p> <p><i>The fields of Management, Leadership and Governance are broadly described as including strategic and operational managerial topics, the leadership challenges facing senior and high potential management and the formal and informal governance of the organisation. This Conference provides a forum for discussion, collaboration and intellectual exchange for all those interested in any of these fields of research or practice.</i></p>

# ARTICLES, LIVRES ET MONOGRAPHIES

## ORGANISATIONS PUBLIQUES / ENTREPRISES PUBLIQUES

- Entreprises publiques - Réformes

<b>Titre</b>	<b><i>A critique of the “administrative reform industry”: reform is important, but so is stability</i></b>
<b>Auteur</b>	<b>Roger Wettenhall.</b>
<b>Publication</b>	<b><i>Teaching Public Administration (2013). Volume 31. Numéro 2. Pages 149 à 164.</i></b>
<b>Lien</b>	<b><a href="#">Document disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ</a></b>
<b>Résumé</b>	<i>A big challenge to wise administrative reform is to ensure that reform does not threaten the organizational stability needed to ensure effective policy implementation and service delivery. There are of course many challenges, but this a vitally important one, and it is a main aim of this article to emphasize it. The article first presents a brief survey of the rise over the past 40 years of what is here called the “administrative reform industry”. It then looks at several recent contributions to the discourse about administrative reform, and in that connection notes some worthwhile suggestions about reform strategies, and some warnings about things to avoid. While the treatment is primarily reflective, a few practical illustrations are included.</i>

<b>Titre</b>	<b><i>Building leadership capacity in the involving network state</i></b>
<b>Auteurs</b>	<b>Dorthe Pedersen et Christian Tangkjær.</b>
<b>Publication</b>	<b><i>Teaching Public Administration September (2013). Volume 31. Numéro 1. Pages 29 à 41.</i></b>
<b>Lien</b>	<b><a href="#">Document disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ</a></b>
<b>Résumé</b>	<i>New partnerships, cross-organisational collaborations and co-creation, digitalisation, involvement of citizens, public design and innovation stand out as new and emerging solutions in welfare delivery. However, New Public Management (NPM) seems to represent a historical repertoire of perspectives and tools that falls short of dealing with public sector challenges and the complex problems of producing welfare and public value in times of austerity. In the article, the authors outline a diagnosis of the emerging governance regime of the Involving Network State, and they discuss how to build involving learning communities in order to conduct the needed leadership capabilities and incorporate the impact of leadership education in a multi-contextual public sector. They argue that critical reflexivity needs to be a pivotal point in leadership programmes.</i>

## GOVERNANCE

- **Gouvernance sociétale et publique / institutionnelle**
- **Parties prenantes**
- **Gouvernance et éthique publique**
- **Indicateurs**

<b>Titre</b>	<b><i>Self-Organizing Network Capital and the Success of Collaborative Public Programs</i></b>
<b>Auteur</b>	<b>Manoj K. Shrestha.</b>
<b>Publication</b>	<b><i>Journal of Public Administration Research and Theory</i> (2013). Volume 23. Numéro 2. Pages 307 à 329.</b>
<b>Lien</b>	<b><u>Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ</u></b>
<b>Résumé</b>	<i>The added value of self-organized policy networks is widely recognized, but how they impact outcomes is less well understood. This article extends the existing literature on networks and collaborative performance by analyzing the effect of network capital on policy outcomes in a developing country, Nepal. A study of the collaborative Rural Water Supply and Sanitation Program (RWSSP) in Nepal shows that village communities' success in getting RWSSP funds for their projects depends on their ties to a greater number of organizational partners for resources and know-how, and particularly to bridging partners that can also draw on experiences from a wider range of other communities. Communities are also successful when they secure credible support from a more cohesive subgroup of organizational partners that have considerable overlap in the projects they do share. Thus, direct ties to a broader set of organizational partners and indirect reach to other communities lead to better performance but so does the greater cohesion among the partners who tend to share the same set of community projects. Since partner selection inevitably imposes a trade-off between indirect reach and cohesion, a balanced strategy that accounts for both features appears important for developing network capital.</i>

<b>Titre</b>	<b><i>Does Local Government Matter: How Urban Policies Shape Civic Engagement.</i></b>
<b>Auteur</b>	<b>Elaine B. Sharp.</b>
<b>Publication</b>	<b><i>Minneapolis, MN: University of Minnesota Press. (2013). 248 pages.</i></b>
<b>Source</b>	<b><u>Livre disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ.</u></b>
<b>Résumé</b>	<i>State and local governments develop a wide range of policies and programs to provide public services to local residents. Plentiful research has examined whether these policies or programs are effective in achieving intended outcomes such as leveraging economic development or improving social welfare. Yet, there are relatively fewer books focusing on the broader impact of the policies and programs and their effect on local citizen participation. In <i>Does Local Government Matter: How Urban Policies Shape Civic Engagement</i>, political science professor, Elaine B. Sharpe, fills in the research gap and applies a "policy-centered approach" to examine how policies and programs of local governments influence civic participation.</i>

(suite)

*In the introduction chapter, the author introduces the policy-centered approach which focuses on the impacts of policies on politics, civic participation, and democracy. The policy-centered approach differs from the society-centered approach in that the latter option investigates how various social factors or contexts may influence policymaking and implementation. By contrast, the policy-centered approach treats policies and programs as the dependent variable and examines the impacts of policies and programs on policy or program recipients. Existing studies have shown that policy and program designs may influence the political power and political activities of the policy recipients. The ensuing chapters examine how specific policies and programs influence local civic participation. The author compares the impact of means-tested policy designs with that of universal programs. She finds that county government spending on universal social programs enhanced civic engagement for those who do not experience welfare. By contrast, county government spending on means-tested programs is negatively related with citizens' civic engagement as a whole. The final chapter summarizes the findings about how urban policies and programs influence local civic engagement. Spending on means-tested social programs may diminish civic engagement, especially for those who experienced the means-tested programs and also for those did not themselves but have friends who are welfare recipients. The author notes that her research extended the policy-centered theory because it showed that factors such as "visibility" and "proximity" are not sufficient to explain the policy feedback that generated from urban policies and programs. Certain programs that are not salient to the public can still exert impacts on civic engagement. Programs or policies may also have influence on the citizens who do not directly experience the programs. This book makes several important contributions to the field. First, the author examines a crucial issue that has received relatively little attention in existing research.*

*This book goes beyond examining whether policies can help address social problems and examines the broader impact of policies on civic engagement. Having examined various urban policies and programs, ranging from economic incentive polices to community policing programs, and social welfare programs, the author shows that certain policy design elements might result in unintended outcomes on citizen engagement. This research highlights the importance of careful policy designs and calls for greater research attention to policy feedback. Second, the author extends policy-centered research from analyzing federal programs to studying the policies and programs at local government levels. Finally, this book is very informative. The arguments are built upon the analysis of data from multiple sources. Such rich data allows the author to conduct a comprehensive analysis of the policy impacts on civic engagement and present a compelling analysis. (From the summary written by Qian Hu, University of Central Florida)*



<b>Titre</b>	<b>Assessing the Costs of Public Participation: A Case Study of Two Online Participation Mechanisms</b>
<b>Auteurs</b>	<b>XiaoHu Wang et Thomas A. Bryer.</b>
<b>Publication</b>	<b><i>The American Review of Public Administration</i> (2013). Volume 43. Numéro2. Pages 179 à 199.</b>
<b>Lien</b>	<b>Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ</b>
<b>Résumé</b>	<i>In 2009, the authors facilitated a citizen-participation process in a local community in Florida in the United States. Using an inductive content analysis across two online participation data sources, the study develops a set of testable propositions about cost functions of public participation. The study shows a nonlinear relationship between administrative costs and participation quantity. It also demonstrates no direct relationship between the costs and participation quality. Moreover, the cost functions vary in different participation mechanisms. These propositions provide a basis for future research to improve cost management in public participation.</i>

<b>Titre</b>	<b>Globalization and Commitment in Corporate Social Responsibility: Cross-National Analyses of Institutional and Political-Economy Effects</b>
<b>Auteurs</b>	<b>Alwyn Lima et Kiyoteru Tsutsui.</b>
<b>Publication</b>	<b><i>American Sociological Review</i> (2012). Volume 77. Numéro 1. Pages 69 à 98.</b>
<b>Lien</b>	<b>Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ</b>
<b>Résumé</b>	<i>This article examines why global corporate social responsibility (CSR) frameworks have gained popularity in the past decade, despite their uncertain costs and benefits, and how they affect adherents' behavior. The authors focus on the two largest global frameworks—the United Nations Global Compact and the Global Reporting Initiative—to examine patterns of CSR adoption by governments and corporations. Drawing on institutional and political-economy theories, they develop a new analytic framework that focuses on four key environmental factors—global institutional pressure, local receptivity, foreign economic penetration, and national economic system. They propose two arguments about the relationship between stated commitment and subsequent action: decoupling due to lack of capacity and organized hypocrisy due to lack of will. Their cross-national time-series analyses show that global institutional pressure through nongovernmental linkages encourages CSR adoption, but this pressure leads to ceremonial commitment in developed countries and to substantive commitment in developing countries. Moreover, in developed countries, liberal economic policies increase ceremonial commitment, suggesting a pattern of organized hypocrisy whereby corporations in developed countries make discursive commitments without subsequent action. The authors also find that in developing countries, short-term trade relations exert greater influence on corporate CSR behavior than do long-term investment transactions.</i>



## ADMINISTRATION PUBLIQUE / PARAPUBLIQUE / L'ÉTAT

- Intérêt général / biens publics
- Développement durable et environnement

<b>Titre</b>	<b><i>Nonprofit Sector Growth and Density: Testing Theories of Government Support</i></b>
<b>Auteurs</b>	<b>Jesse D. Lecy et David M. Van Slyke.</b>
<b>Publication</b>	<b><i>Journal of Public Administration Research and Theory</i> (2013). Volume 23. Numéro 1. Pages 189 à 214.</b>
<b>Lien</b>	<b><a href="#">Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ</a></b>
<b>Résumé</b>	<p><i>Theories of nonprofit density have assumed a variety of dispositions toward the state, including opposition, suspicion, indifference, and mutual dependence. In this article, the authors conduct the first large-scale simultaneous empirical test of the two most prominent nonprofit theories: government failure theory and interdependence theory. The former characterizes nonprofit activities as substitute or oppositional to state programs, accounting for the limitations and failures of government-provided services and more reflective of the heterogeneity of demand for services. The latter emphasizes the more complementary and collaborative nature of nonprofit activities, focusing on the overlapping agendas of nonprofits and the state and the mutual dependency that arises from partnership. The theories are difficult to test empirically because both predict the same relationship between state capacity and the size of the nonprofit sector, albeit for theoretically distinct reasons. A true joint test requires the separation of government support from private support for nonprofits. Using a newly constructed panel dataset in which they separate out nonprofit revenue sources normally agglomerated in the Internal Revenue Service data, the authors examine the empirical merits of both theories to answer the question of whether human service nonprofit organizations thrive when government fails or when government collaborates. Their findings suggest that government funding has a more favorable effect on nonprofit density than private donations. The findings raise several policy and management implications that need evaluation.</i></p>

<b>Titre</b>	<b><i>Thinking about the state, talking bureaucracy, teaching public administration</i></b>
<b>Auteur</b>	<b>Peter Barberis.</b>
<b>Publication</b>	<b><i>Teaching Public Administration (2012). Volume 30, Numéro 2. Pages 76 à 91.</i></b>
<b>Lien</b>	<b><u>Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ</u></b>
<b>Résumé</b>	<i>By examining issues concerning the role and nature of the state together with the character of public bureaucracy, this article shows that, as a practical activity, public administration retains a distinct identity. Notwithstanding the many changes that have taken place in the public sector during recent years, programmes of study in the subject still have much to offer. Such programmes should reassert their place within the social sciences. Their virtues should be proclaimed with confidence, while resisting misplaced calls for more narrowly focused vocationalism.</i>

<b>Titre</b>	<b><i>Challenges in City Management: A Case Study Approach</i></b>
<b>Auteur</b>	<b>Becky J. Starnes.</b>
<b>Publication</b>	<b><i>ASPA Series in Public Administration and Public Policy. 2013. 200 pages.</i></b>
<b>Source</b>	<b><u>Livre disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ.</u></b>
<b>Résumé</b>	<p><i>City management in developing countries is a quickly growing area in current public administration literature. However, little research material can be found regarding the management of cities. Demonstrating the issues in this field, Challenges in City Management: A Case Study Approach brings the sometimes dry theories and concepts of urban planning and management to life. The author uses case studies to demonstrate "who," "what," "why," and "how," dramatically increasing readers' ability to comprehend and apply the theories.</i></p> <p><i>Incorporating urban management and organizational management theories with actual practice, the author presents case studies based on observations made during her extensive experience. She offers multiple examples of common contemporary city topics ranging from personnel, policy-making, housing, homelessness, transportation, and budgeting. Each study describes and analyzes a scenario, identifying the economic and political factors as well as the often conflicting players and interest groups.</i></p> <p><i>The book provides enhanced understanding of the complex environment city administrators work in, helping readers develop improved decision-making and problem-solving skills through the study of real issues city administrators have experienced. The case study methodology used supplies information that is immediately applicable to real-world situations, making it a resource that city administrators can use to improve their public administration and governance skills.</i></p>

## POLITIQUES PUBLIQUES / THÉORIE

- Nationalisation
- Privatisation

<b>Titre</b>	<b><i>Separation and Integration in Public Health: Evidence from Organizational Structure in the States</i></b>
<b>Auteurs</b>	<b>Amber H. Sinclair et Andrew B. Whitford.</b>
<b>Publication</b>	<b><i>Journal of Public Administration Research and Theory</i> (2013). Volume 23. Numéro 1. Pages 55-77.</b>
<b>Lien</b>	<b>Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ</b>
<b>Résumé</b>	<i>Recent studies contend that public health agencies in the United States are in a state of turmoil because their organizational form causes them to take on conflicting mandates. One key reason is thought to be a trade-off in design: between creating stand-alone agencies for health and environment and creating agencies that combine the two. We use data on the organizational form of state health and environmental agencies to assess the choice of organizational form as a problem of institutional design from the perspective of path-dependency theory. Our results suggest that initial social conditions help explain the choice of combined or independent agencies. We believe that this case provides useful information about the roots of organizational design for resolving competing demands and provides insight into concerns about the delivery of health and environmental protection in the states.</i>

<b>Titre</b>	<b><i>Policy Influence, Agency-Specific Expertise, and Exit in the Federal Service</i></b>
<b>Auteurs</b>	<b>Anthony M. Bertelli et David E. Lewis.</b>
<b>Publication</b>	<b><i>Journal of Public Administration Research and Theory</i> (2013). Volume 23. Numéro 2. Pages 223 à 245.</b>
<b>Lien</b>	<b>Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ</b>
<b>Résumé</b>	<i>Executive turnover influences agency performance, policy implementation, and ultimately the success of legislative delegations. The authors argue that turnover intention is a function of labor market opportunities—specifically, outside employment opportunities and the acquisition of nontransferable, agency-specific human capital—as well as perceptions about the way in which political decisions have affected federal executive influence over policymaking. Statistical evidence for these claims is provided using data from the 2007–2008 Survey on the Future of Government Service, the largest ever survey of US federal executives. Agency-specific human capital drives down turnover intention in our estimates. The availability of outside options has the opposite effect except in cases where the executive has invested a lot in agency-specific human capital. Turnover intention increases when an agency's senior executives have little influence over policy. The authors draw out the implications of these findings for their understanding of federal labor markets, the construction of civil service systems, and the politicization of executive branch agencies.</i>

<b>Titre</b>	<b><i>A Study of the Determinants of County E-Government in the United States</i></b>
<b>Auteur</b>	<b>Aroon Manoharan.</b>
<b>Publication</b>	<b><i>The American Review of Public Administration</i> (2013). Volume 43. Numéro 2. Pages 159 à 178.</b>
<b>Lien</b>	<b>Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ</b>
<b>Résumé</b>	<i>As governments rapidly adopt information and communication technologies to improve their service delivery, the study of e-government has emerged as an important area of research in public administration. Researchers have studied various aspects of e-government, including the factors associated with its adoption at state and municipals levels. Literature provides limited information related specifically to counties' adoption of e-government in the United States, and although some researchers have studied the effect of institutional and contextual factors in particular states, none have studied their influence on counties nationwide. Based on a survey of county administrators primarily responsible for e-government services and a content analysis of counties' official websites, this research examines the role of institutional, contextual, and socioeconomic factors on e-government adoption at the county level in the United States.</i>

<b>Titre</b>	<b><i>What matters to performance? Structural and institutional dimensions of water utility governance</i></b>
<b>Auteur</b>	<b>Janice A. Beecher.</b>
<b>Publication</b>	<b><i>International Review of Applied Economics</i> (2013). Volume 27. Numéro 2. Pages 150 à 173.</b>
<b>Lien</b>	<b>Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ</b>
<b>Résumé</b>	<i>A prolific theoretical and empirical literature has examined the relevance of structures and institutions to public utility performance, with a particular emphasis on the discrete role of ownership. The empirical findings are inconsistent and mostly indeterminate. A narrow emphasis on ownership deflects attention from the inextricable role of governance. The impact of privatization may be marginal compared with alternative governance reforms. Offered here is an informal, practical, and parsimonious conceptual model that distinguishes between structural (endogenous) and institutional (exogenous) governance. Three structural dimensions (ownership form, practice standards, and enterprise autonomy) are juxtaposed against three institutional dimensions (market contestability, external review, and economic regulation). Each dimension may be complementary or substitutive. Given persistent monopoly, privatization may be unnecessary and will be insufficient for ensuring performance. Economic regulation is a prerequisite for privatization but privatization is not a prerequisite for reform. Focusing on the US water sector, this paper offers a descriptive analysis for understanding why this is the case. A pragmatic approach is to strengthen core governance capacities in relation to performance priorities, which ultimately matter most of all.</i>

<b>Titre</b>	<b><i>Rethinking on public enterprise: editorial introduction and some personal remarks on the research agenda.</i></b>
<b>Auteur</b>	<b>Massimo Florio.</b>
<b>Publication</b>	<b><i>International Review of Applied Economics (2013). Volume 27. Numéro 2. Pages 135 à 149.</i></b>
<b>Lien</b>	<b><u>Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ</u></b>
<b>Résumé</b>	<i>This editorial introduction of the Special Issue of the International Review of Applied Economics on 'Public enterprises and quality of institutions: alternatives to privatisation' suggests some topics for a research agenda, and discusses how the papers included in the Special Issue contribute to the literature. The topics discussed in the Special Issue include new models of public ownership in energy industries, new trends of re-municipalisation of local public services (energy and water), regulation and public ownership, particularly in water supply, empirical evidence on productivity of public firms in electricity generation when the quality of government is good, internationalisation of government owned corporations in the telecommunication industry, the social benefits of public monopoly versus unbundling in network industries, and the role of intrinsic public service motivation of employees in governmental organisations at large. Some of these research issues are still in their infancy and potentially are important ingredients of a wider debate aiming at reviving public enterprise economics.</i>

## **GOVERNANCE DES FINANCES PUBLIQUES POLITIQUES ECONOMIQUES/BUDGETAIRES**

- Politiques économiques et économie du savoir
- Régimes de retraite
- Infrastructures publiques

<b>Titre</b>	<b><i>Réaction de l'Institut canadien des actuaires (ICA) au Rapport D'Amours</i></b>
<b>Auteur</b>	<b>Institut canadien des actuaires.</b>
<b>Publication</b>	<b><i>Document remis en août 2013 à la Commission des finances publiques du Gouvernement du Québec qui reçoit les commentaires sur le Rapport D'Amours déposé en avril 2013.</i></b>
<b>Lien</b>	<b><a href="http://www.cia-ica.ca">http://www.cia-ica.ca</a></b>
<b>Résumé</b>	<i>Le Rapport D'Amours proposait, pour les régimes de retraite des secteurs municipal et universitaire, des règles de financement plus contraignantes que les règles actuelles, ce qui mènerait inévitablement à des hausses de cotisations. L'ICA propose d'étendre le débat aux régimes de retraite du secteur public (REGGOP et autres) : pourquoi ne pas avoir les mêmes règles de financement pour tous les secteurs, public et privé? Le Rapport D'Amours proposait l'instauration d'un programme dit « rente de longévité » qui serait payable à compter de 75 ans, dont l'administration relèverait de la Régie des rentes et les investissements de la Caisse de dépôt et placement. L'ICA s'inquiète du système de gouvernance proposé (exemple : l'énorme somme gérée par la Caisse de dépôt pourrait ne pas respecter l'exigence de diversification) et du manque de coordination avec les programmes déjà en place (exemple : perte du Supplément de revenu garanti payé par le gouvernement fédéral pour les gens à faible revenu)</i>

<b>Titre</b>	<b><i>Allègement du financement des régimes de retraite du secteur universitaire</i></b>
<b>Auteur</b>	<b>Gouvernement du Québec.</b>
<b>Publication</b>	<b><i>Projet de règlement.</i></b>
<b>Lien</b>	<b><u>Gazette officielle du Québec</u></b>
<b>Résumé</b>	<i>Le projet de règlement déposé par le Gouvernement vise à prolonger pour une période de deux ans, jusqu'en décembre 2015, les règles d'allègement des régimes de retraite du secteur universitaire déjà en vigueur. Ces règles permettent de réduire de moitié les paiements requis en 2014 et 2015 à l'égard de déficits actuariels. Le Rapport D'Amours, déposé en avril 2013 et qui fait toujours l'objet de discussions, proposait des règles de financement pour les régimes de retraite du secteur universitaire plus contraignantes que les règles actuelles. Le projet de règlement peut être interprété comme une mesure de maintien du statu quo dans l'attente de décisions découlant du Rapport D'Amours. Cette mesure, si elle allège la charge des cotisations, ne contribue certainement pas à régler le problème de l'ampleur des déficits.</i>



## ENERGIE

<b>Titre</b>	<b><i>Re-municipalisation in the early twenty-first century: water in France and energy in Germany</i></b>
<b>Auteurs</b>	<b>David Hall, Emanuele Lobina et Philipp Terhorst.</b>
<b>Publication</b>	<b><i>International Review of Applied Economics</i> (2013). Volume 27. Numéro 2. Pages 193 à 214.</b>
<b>Lien</b>	<b><u>Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ</u></b>
<b>Résumé</b>	<i>Changes between state and market production of public services can be analysed as 'pendulum' swings, reflecting political struggles. The extensive re-municipalisations in the water sector in France and the energy sector in Germany provide evidence on this question. This is not the result of a coordinated institutional initiative, but a reflection of common political and economic factors. The most important of these are the greater efficiency of public sector provision, and the greater degree of control over the effective achievement of public policy objectives. These are closely related to the historic factors driving public ownership in the nineteenth and twentieth centuries. A distinctive feature of this twenty-first century tendency is the prominent role of green parties and environmental policies. The public sector paradigm has historically shown a remarkable resilience, underpinning the development of European public services for almost a century, compared with the three decades of domination by the market paradigm and its currently vacillating foundations.</i>

<b>Titre</b>	<b><i>New models of public ownership in energy</i></b>
<b>Auteurs</b>	<b>Aoife Brophy Haney et Michael G. Pollitt.</b>
<b>Publication</b>	<b><i>International Review of Applied Economics</i> (2013). Volume 27. Numéro 2. Pages 174 à 192.</b>
<b>Lien</b>	<b><u>Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ</u></b>
<b>Résumé</b>	<i>The current challenges facing the energy sector cast doubt on the universal applicability of a wholly privately-owned, competitive and independently-regulated energy industry. In this paper, the authors discuss these challenges and ask why it is that they have led to the emergence of new forms of public ownership and involvement. They then explore six case studies to illustrate the variety of ownership models that have developed in response to the challenges of climate change, energy security, energy poverty and the uncertainty around electricity market reform. Their case studies show that public involvement can coexist with generally liberalised electricity markets, including at the retail market level. These cases also demonstrate that 'public' ownership can take a number of forms, including mutual ownership, consumer trusts, state ownership and municipal ownership. Public organisation is on its way back in but in many new forms with many different structures. The choice is no longer between full state ownership and full private ownership. The challenge is to maintain the benefits of both and to encourage innovation in new organisational forms.</i>



## STRATEGIE

<b>Titre</b>	<b><i>Strategic Management and Performance in Public Organizations: Findings from the Miles and Snow Framework</i></b>
<b>Auteur</b>	<b>Richard M. Walker.</b>
<b>Publication</b>	<b><i>Public Administration Review</i> (2013). Volume 73. Numéro 5. Pages 675 à 685.</b>
<b>Lien</b>	<b><u>Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ</u></b>
<b>Résumé</b>	<p><i>This article integrates the research evidence that applies Miles and Snow's strategic management framework to the performance of public agencies. Miles and Snow developed several strategy types, arguing that prospectors (searching for new approaches) and defenders (sticking with the existing pattern of services) are aligned with processes, structures, and the environment in ways that lead them to outperform reactors (awaiting for instructions from the environment), which have no consistent strategy or alignment. Six key lessons for the practice of strategic management in public organizations are provided based on a critical review. Findings point toward the importance of employing a mix of strategies in public organizations, contrary to Miles and Snow—a strong evidence base for the association between prospecting and defending and performance and for relationships between strategy types and processes and structures. However, no empirical evidence is provided for alignment across strategy, structure, process, and the environment. The findings, largely derived from the United Kingdom and United States, suggest that the most successful strategy recipe depends on the ingredients, and thus managers must pay attention to the connections between the outlined contingencies to generate the best results using the adopted strategy.</i></p>

## MANAGEMENT – NOUVEAU MANAGEMENT PUBLIC

<b>Titre</b>	<b><i>Shared service centres and management control structure change: Exploring the scope and limitations of a transaction cost economics approach</i></b>
<b>Auteurs</b>	<b>Reinald A. Minnaar et Ed G.J. Vosselman.</b>
<b>Publication</b>	<b><i>Journal of Accounting &amp; Organizational Change (2013). Volume 9. Numéro 1. Page 74 à 98.</i></b>
<b>Lien</b>	<b><u>Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ</u></b>
<b>Résumé</b>	<p><i>This paper aims to explore management control structure change related to the development of a shared service centre (SSC). The paper explores a transaction costs economics perspective (TCE-perspective) on management control structure change related to the development of an SSC. Particularly, it explores and challenges the scope of such a perspective both in terms of contents (i.e. the nature of management control related to the dimensions of transactions) and process (i.e. the way change is effectuated). It does so by theorizing as well as empirically investigating management control structure change through a case study at PCM (a Dutch newspaper publisher). The theoretical analysis broadens existing frameworks of management control structures by particularly pointing to the possibility of including governance structures for internal transactions and exit threats (connected to a market mechanism) in the management control structure of an organization. However, the paper's empirical investigations challenge the broader framework: the possibility of an exit threat was not explicitly considered by top management ("the designer" of management control). More profoundly, empirical investigations challenge the calculative approach of the change and show that the change in management control is to a large extent a drifting process. An instrumental calculative approach towards SSC-related management control change should be complemented with a relational perspective on such change, in order to further explore its drifting character. A transaction costs economics approach to change in management control might provide practitioners with insights into the efficiency of specific management control structures. The paper contributes to the extant knowledge by both exploring and challenging a TCE-perspective on SSC-related changes in management control.</i></p>

<b>Titre</b>	<b><i>Conceptualising the nature of work: revisiting Luther Gulick's theories of organisation</i></b>
<b>Auteurs</b>	<b>Stephen P Osborne, Zoe Radnor et Greta Nasi.</b>
<b>Publication</b>	<b><i>The American Review of Public Administration</i> (2013). Volume 43. Numéro2. Pages 135 à 158.</b>
<b>Lien</b>	<b>Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ</b>
<b>Résumé</b>	<i>This article argues that current public management theory is not fit for purpose—if it ever has been. It argues that it contains two fatal flaws—it focuses on intraorganizational processes at a time when the reality of public services delivery is interorganizational, and it draws upon management theory derived from the experience of the manufacturing sector and which ignores the reality of public services as “services.” The article subsequently argues for a “public service dominant” approach. This not only more accurately reflects the reality of contemporary public management but also draws upon a body of substantive service-dominant theory that is more relevant to public management than the previous manufacturing focus. The authors argue that this approach makes an innovative contribution to public management theory in the era of the New Public Governance. The article concludes by exploring the implications of this approach in four domains of public management and by setting a research agenda for a public-service dominant theory for the future.</i>

<b>Titre</b>	<b><i>Performance Management, Managerial Authority, and Public Service Performance.</i></b>
<b>Auteur</b>	<b>Poul A. Nielsen.</b>
<b>Publication</b>	<b><i>Journal of Public Administration Research and Theory</i> (2013). Published online June 2, 2013.</b>
<b>Lien</b>	<b>Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ</b>
<b>Résumé</b>	<i>A central notion of performance management reform is that outcome-based accountability should be accompanied by increased managerial authority, thereby granting managers the flexibility to engineer performance-oriented change. Studies have revealed, however, that managerial authority does not follow automatically when performance management is adopted. This article examines whether increased managerial authority does indeed promote the effectiveness of performance management. The article relies on a 4-year panel on management and the performance of more than 45,000 students in 314 Danish schools and includes detailed socioeconomic controls, which allows for a differences-in-differences design. Unlike previous studies, these data provide simultaneous variations in both performance management reform and managerial authority. Testing four dimensions of managerial authority, the article finds that managerial authority over human resources positively moderates the effect of performance management, whereas decentralizing goal setting works in the opposite direction. These findings may help account for the differing effects of performance management found in previous studies and suggest that decision makers should be cautious about only partially adopting accountability-based reform.</i>

<b>Titre</b>	<b><i>Using Employee Empowerment to Encourage Innovative Behavior in the Public Sector.</i></b>
<b>Auteurs</b>	<b>Sergio Fernandez et Tima Moldogaziev.</b>
<b>Publication</b>	<b><i>Journal of Public Administration Research and Theory (2013). Volume 23. Numéro 1. Pages 155 à 187.</i></b>
<b>Lien</b>	<b><u>Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ</u></b>
<b>Résumé</b>	<i>Employee empowerment programs have been widely adopted in the public sector as a way to improve organizational performance. Empowered employees improve performance largely by finding innovative ways of correcting errors in service delivery and redesigning work processes. Failure to encourage innovation can seriously undermine the effectiveness of empowerment programs. Based on Bowen and Lawler's conceptualization of employee empowerment as a multifaceted management approach, this study explores how different empowerment practices can be used to encourage US federal government employees to seek out new and better ways of doing things. The empirical results show that while employee empowerment as an overall approach can increase encouragement to innovate, empowerment practices have divergent effects, and some may even discourage innovation.</i>

## **RESPONSABILITÉ SOCIALE DES ENTREPRISES ET ETHIQUE**

<b>Titre</b>	<b><i>Accounting as a human right: the case of water information.</i></b>
<b>Auteur</b>	<b>James Hazelton.</b>
<b>Publication</b>	<b><i>Accounting, Auditing &amp; Accountability Journal</i> (2013). Volume 26. Numéro 2. Pages 267 à 311.</b>
<b>Lien</b>	<b><u>Document disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ</u></b>
<b>Résumé</b>	<p><i>This paper aims to respond to increasing interest in the intersection between accounting and human rights and to explore whether access to information might itself constitute a human right. As human rights have “moral force”, establishing access to information as a human right may act as a catalyst for policy change. The paper also aims to focus on environmental information, and specifically the case of corporate water-related disclosures. This paper follows Griffin and Sen, who suggest that a candidate human right might be recognised when it is consistent with “founding” human rights, it is important and it may be influenced by societal action. The specific case for access to corporate water-related information to constitute a human right is evaluated against these principles. Access to corporate water-related disclosures may indeed constitute a human right. Political participation is a founding human right, water is a critical subject of political debate, water-related information is required in order for political participation and the state is in a position to facilitate provision of such information.</i></p> <p><i>Corporate water disclosures may not necessarily be in the form of annual sustainability reports, however, but may include reporting by government agencies via public databases and product labelling. A countervailing corporate right to privacy is considered and found to be relevant but not necessarily incompatible with heightened disclosure obligations. Theoretically, the paper explores how reporting might be conceived from a rights-based perspective and provides a method for determining which disclosures might constitute a human right. Practically, the paper may assist those calling for improved disclosure regulation by showing how such calls might be embedded within human rights discourse.</i></p>

<b>Titre</b>	<b><i>The distribution of water-monitoring organizations across states: Implications for community environmental policing and social justice.</i></b>
<b>Auteurs</b>	<b>Michael J. Lynch et Paul B. Stretesky.</b>
<b>Publication</b>	<b><i>An International Journal of Police Strategies &amp; Management (2013). Volume 36. Numéro 1. Pages 6 à 26.</i></b>
<b>Lien</b>	<b><u>Document disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ</u></b>
<b>Résumé</b>	<p><i>The purpose of this paper is to draw upon concepts in community-oriented policing in order to explore the distribution of citizen water-monitoring organizations and their role in community environmental policing, in order to address the issue of environmental justice. The empirical portion of the analysis examines the distribution of these organizations across states, and the relationship of this distribution to social inequity. This study design is cross-sectional in nature and examines the distribution and density of 1,308 citizen water-monitoring organizations across states. Ordinary least squares regression is used to examine the relationship between the density and social disadvantage while controlling for environmental enforcement patterns, rates of non-compliance, water quality, region of the country, water area, and coastal states. Race and ethnicity are negatively correlated with the density of water-monitoring organizations across states. Median household income is positively correlated with water-monitoring organizations across states.</i></p> <p><i>This paper suggests that community environmental policing is a response to ecological disorganization. More specifically, in the case of citizen-led water-monitoring organizations it is critical that states with relatively large proportions of low income, black and Hispanic residents help provide resources to encourage the development of these community groups. This paper is the first to draw upon the ideas found in the community-oriented policing literature to examine water-monitoring organizations. While the literature suggests that collaborative efforts between state law enforcement agencies and water-monitoring organizations may help combat ecological disorganization, it is also the first study to suggest that environmental injustice could be an unintended drawback of community environmental policing.</i></p>

## GESTION DE RISQUE ET GESTION DE CRISE

<b>Titre</b>	<b><i>Towards a Theoretical Understanding of the Recurrence of Crises Embracing the Issue of Organizational Learning: An Illustration with the Case of Two Hostile Takeover Bids Faced by Société Générale</i></b>
<b>Auteurs</b>	<b>Rahma Chekkar-Mansouri et Stéphane Onnee.</b>
<b>Publication</b>	<b><i>Journal of Contingencies and Crisis Management</i> (2013). Volume 21. Numéro 1. Pages 56 à 68.</b>
<b>Lien</b>	<b>Article disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ</b>
<b>Résumé</b>	<p><i>In this article, the authors try to better understand the relationship between learning and crisis through the analysis of recurrent crises. The study focused on two successive and similar crises experienced by the same organization, namely two hostile takeover bids a French bank (Société Générale) had to cope with in 1988 and 1999. From a literature review within the fields of organizational learning and management crisis, they proposed an analytical grid making it possible to get a better understanding of crisis-induced lesson-drawing processes. They then used that grid to analyse and compare the learning processes implemented during the two crises under study. This comparison leads to suggest that lack of organizational learning is one factor that accounts for crisis recurrence. Conversely, proactive crisis management behaviour – resulting from double-loop learning – seems to be the most fruitful behaviour to adopt in order to prevent a recurrent crisis and produce long-term effects in the organization.</i></p>

<b>Titre</b>	<b><i>Leadership in the Open: A New Paradigm in Emergency Management</i></b>
<b>Auteur</b>	<b>Adam Crowe.</b>
<b>Publication</b>	<b><i>ASPA Series in Public Administration and Public Policy</i>. 2013. 327 pages.</b>
<b>Source</b>	<b>Livre disponible via les bibliothèques de l'ÉNAP et de la TÉLUQ.</b>
<b>Résumé</b>	<p><i>As a relatively young field, emergency management has already undergone considerable evolution and change. And now that Web 2.0 technologies and social media sites such as Facebook and Twitter have become inherently ingrained in all facets of our lives, emergency managers must once again re-evaluate best practices and standardized approaches.</i></p> <p><i>Providing a roadmap for twenty-first century emergency management best practices, Leadership in the Open: A New Paradigm in Emergency Management examines public expectations relative to the use of communication and Web 2.0 technologies for emergency management activities. It covers current technologies along with the public's demand for transparency and ever-increasing need for instant information and updates.</i></p> <p><i>The book is divided into three sections that focus on the fundamentals of social media, the potential effects of its strategic use in disaster management, and the attitude of engagement that is effective for community commitment. Coverage includes efficiency, magnification, humility, creativity, ethics, the tension of changing public expectations, and long-standing best practices within the emergency management community.</i></p>