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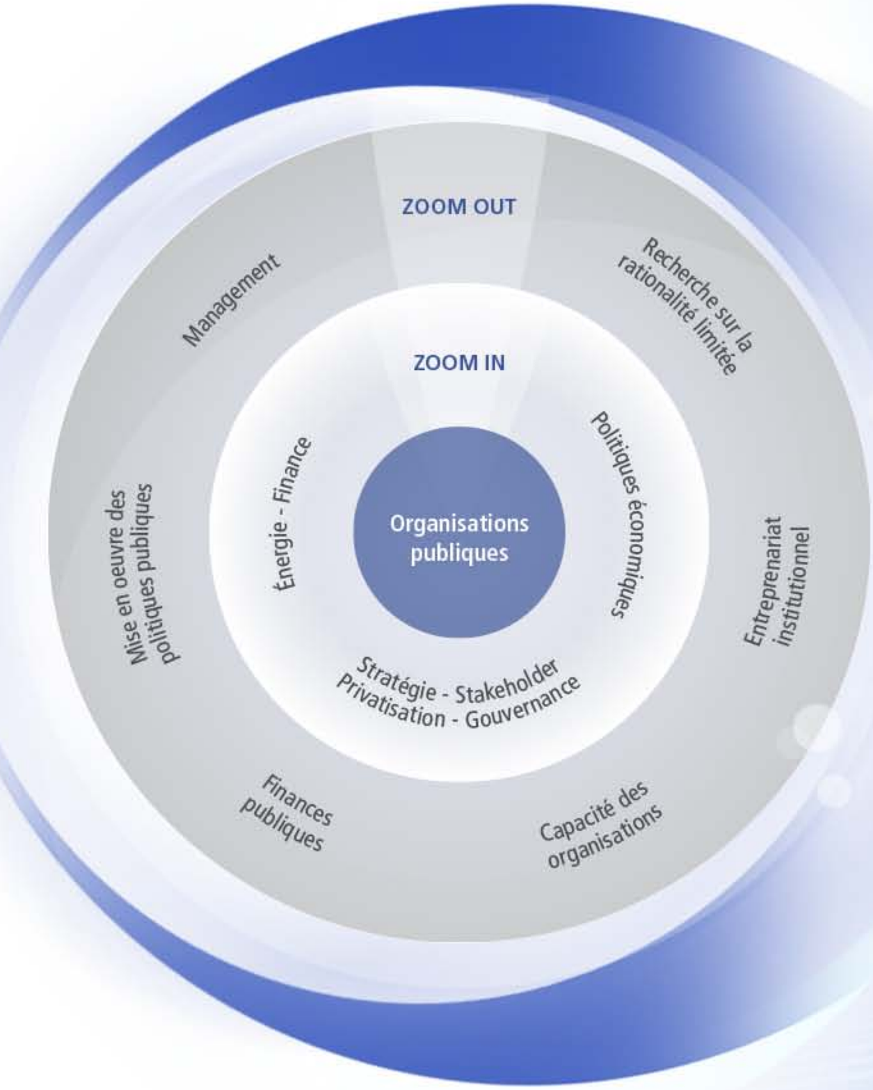

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Le Bulletin de veille du CERGO, fait connaître diverses perspectives touchant la gouvernance des entreprises publiques et l’intérêt général.

Dans ce numéro, nous vous présentons

- Deux annonces de conférence en 2014;
- Une thèse doctorale, 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 !

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Sous la direction de **Luc Bernier**
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Événements à venir

COLLOQUES, CONGRÈS ET CONFÉRENCES

Titre	DIVERSITY OF LEADERSHIP: CHOOSE YOUR PATH! MAXIMIZE RESULTS! 9TH NATIONAL LEADERSHIP CONFERENCE AND AWARDS
Organisateur	Institut d'administration publique du Canada.
Lieu/Date	Le 13 et 14 février 2014. Sheraton Centre Toronto Hotel, Toronto, Canada.
Lien	http://www.ipac.ca/Leadership2014
Information	The theme and program for IPAC's 9th annual leadership conference is focused on enhancing your leadership capacity to deliver maximum results for your public sector organization. Great leaders have always been defined by certain skill sets such as vision, confidence, and enthusiasm. The current era, and its inherent complexities, demands something more. The new leader must also be team oriented, emphatic, and intuitive. He/she must be able to harness the essence of the leadership style and skill sets demanded to meet the particular situation, the particular requirements of the people involved and the particular challenges facing the organization. Leadership is not a 'one size fits all' thing! Each leader has a predominant leadership style. That style has been developed and evolved through trial and error, success and failure. Individuals each take a unique path to building a distinct portfolio of interests, knowledge, skills, perspective and experience. This establishes and defines your 'leadership comfort zone'. Learn how to diversify your leadership skills and styles to become better prepared to address the complexity and diversity of leadership opportunities and challenges in response to the complexity and diversity of organizational opportunities and challenges.

Titre	PUBLIC LEADERSHIP IN AN AGE OF AUSTERITY: CONTESTABILITY AND CONFLICT? - 2014 CONFERENCE TEACHING PUBLIC ADMINISTRATION
Organisateur	Public Administration Committee (PAC).
Lieu/Date	Du 9 au 11 juin 2014. Foresight Centre, University of Liverpool, Angleterre.
Lien	http://www.teachingpa.org/
Information	The 2014 National Teaching Public Administration Conference will be held in collaboration with the United Kingdom's Annual Public Administration Conference in Liverpool. The Public Administration Committee (PAC) is the UK's leading learned society for developing education and research in public administration and represents the subject internationally. The PAC is very active in the promotion of public administration, public policy and the study of governance, both through scholarly activities and as the representative organization for those universities in which teaching and research in such subjects are undertaken. It does so through various activities, including an annual conference; research seminars; the publication of research work; and advising government, Parliament and other public bodies.

Articles, livres et monographies

Organisations publiques | Entreprises publiques

ENTREPRISES PUBLIQUES - RÉFORMES

Titre	IMPLEMENTATION CONSTRAINTS IN SOCIAL ENTERPRISE AND COMMUNITY PUBLIC PRIVATE PARTNERSHIPS
Auteur	Tahir M. Nisar
Publication	International Journal of Project Management (2013). No 31. Pp. 638-651.
Source	Document disponible via les bibliothèques de l'ENAP et de la TÉLUQ.
Résumé	Public Private Partnership (PPP) employs private sector expertise and skill to provide public goods and services. The authors examine three community PPP projects to identify critical success factors of the project outcomes. Two conclusions particularly stand out: first, the project must be aligned with both the public and private parties' business and service plans, and second, appropriate management structures and procedures must be established for obtaining this alignment. The latter effect recognizes the need to implement appropriate project governance practices including management discipline and expertise. The authors investigate these ideas further and present specific guidelines for PPP project design and implementation.

Gouvernance

GOUVERNANCE SOCIÉTALE ET PUBLIQUE / INSTITUTIONNELLE
PARTIES PRENANTES
GOUVERNANCE ET ÉTHIQUE PUBLIQUE
INDICATEURS

Titre	DESIGNING PUBLIC PARTICIPATION PROCESSES
Auteurs	John M. Bryson, Kathryn S. Quick, Carissa Slotterback et Barbara C. Crosby
Publication	Public Administration Review (2013). Vol. 73. N° 1. Pp. 23-34.
Source	Article disponible via les bibliothèques de l'ENAP et de la TÉLUQ.
Résumé	The purpose of this Theory to Practice article is to present a systematic, cross-disciplinary, and accessible synthesis of relevant research and to offer explicit evidence-based design guidelines to help practitioners design better participation processes. From the research literature, the authors glean suggestions for iteratively creating, managing, and evaluating public participation activities. The article takes an evidence-based and design science approach, suggesting that effective public participation processes are grounded in analyzing the context closely, identifying the purposes of the participation effort, and iteratively designing and redesigning the process accordingly.

Titre	GOVERNANCE NETWORKS AND THE QUESTION OF TRANSFORMATION
Auteur	Mark Considine
Publication	Public Administration (2013). Vol. 91. N° 2. Pp. 438-447.
Source	Article disponible via les bibliothèques de l'ENAP et de la TÉLUQ.
Résumé	Governmental systems are deeply inscribed by processes of path dependence and lock-ins, yet they are also required to play a central role in both policy reform and institutional transformation. This paper offers an account of governance networks and posits a solution to the traditional problem of dynamic inertia in governmental institutions and thus provides the foundations for a theory of transformation. By first identifying network governance as a typology of institutional ensembles, the paper describes how the 'complementary configurations' of institutions may provide crucial pathways for change. Such networks are also identified as viable enabling structures for the learning, storage, and sharing of hidden alternatives to established institutional routines. The key to their success is identified in administrative rather than political authorization.

Titre	“IN THE SHADOWS OF HIERARCHY”: INTERGOVERNMENTAL GOVERNANCE IN CANADA AND THE EUROPEAN UNION
Auteur	Herman Bakvis
Publication	Canadian Public Administration / Administration publique du Canada (2013). Vol. 56. N^{o} 2. Pp. 203-218.
Source	Article disponible via les bibliothèques de l’ENAP et de la TÉLUQ.
Résumé	Certains laissent entendre que la gouvernance intergouvernementale prend une forme différente au Canada et au sein de l’UE, ce qui soulève des questions au sujet de la transmission des pratiques et des institutions de l’un à l’autre. Dans les deux systèmes, les modes de gouvernance non hiérarchiques assurent une coordination en matière de politique sociale. La hiérarchie joue également un rôle, même si ce n’est pas d’une manière attendue. Dans l’UE, la hiérarchie est tempérée par la participation directe des membres à l’élaboration des politiques. Au Canada, la hiérarchie est importante, mais au sein des gouvernements plutôt qu’entre eux, ce qui donne lieu à la dominance de l’exécutif dans le processus intergouvernemental au détriment de la décentralisation de pouvoir à la société civile et aux gouvernements infra-provinciaux.

Titre	SHIFTING SCALES OF GOVERNANCE AND CIVIL SOCIETY PARTICIPATION IN CANADA AND THE EUROPEAN UNION
Auteur	Rachel Laforest
Publication	Canadian Public Administration / Administration publique du Canada (2013). Vol. 56. N^{o} 2. Pp. 235–251.
Source	Article disponible via les bibliothèques de l’ENAP et de la TÉLUQ.
Résumé	Cet article compare la manière dont le rôle et la place des groupes de la société civile dans une gouvernance à niveaux multiples ont évolué au Canada et dans l’UE. Il fait valoir que, si la portée de l’engagement des organisations au sein de l’UE s’est élargie, elle s’est de plus en plus rétrécie au Canada, au point où le processus d’élaboration de politiques pourrait être compromis. En conclusion, l’article présente certaines réflexions tirées de l’expérience de l’UE afin de relancer la coordination des politiques au Canada en tant que technique de gouvernance.

Titre	THE TRANSFORMATION OF GOVERNANCE: WHO ARE THE NEW PUBLIC SERVANTS AND WHAT DIFFERENCE DOES IT MAKE FOR DEMOCRATIC GOVERNANCE?
Auteurs	Hun Myoung Park et James L. Perry
Publication	The American Review of Public Administration (2013). Vol. 43. N° 1. Pp. 26–49.
Source	Article disponible via les bibliothèques de l'ENAP et de la TÉLUQ.
Résumé	The latter 20th and beginning of the 21st century have ushered in new forms of governance, opening the gates to what has been variously described as a "new public service," a "multisectored public service," and a "state of agents." As government authority is dispersed, the public increasingly rely on these new public servants for service delivery and policy implementation. But who are now the agents of the state? How might the changed makeup of a new public service alter our expectations about democratic governance? The questions we investigate in this study are, first, now that the public sector has been transformed, what are the characteristics of the agents of the new governance? And are the new public servants, in the words of Charles Goodsell, "ordinary people"? The authors use the General Social Survey to shed light on their focal question. The results suggest that public servants in for-profit settings resemble traditional civil servants in many ways. The growing ranks of social, health, and education public servants in nonprofit settings are distinct in many ways from civil servants and for-profit public servants. Implications of the changing composition of the public sector in an era of transformed governance are discussed.

Administration publique / parapublique / L'État

INTÉRÊT GÉNÉRAL / BIENS PUBLIQUES

DÉVELOPPEMENT DURABLE ET ENVIRONNEMENT

Titre	HEALTH REFORM, POLARIZATION, AND PUBLIC ADMINISTRATION
Auteur	Frank J. Thompson
Publication	Public Administration Review (2013). Vol. 73. N° S1. Pp. S3-S12.
Source	Article disponible via les bibliothèques de l'ENAP et de la TÉLUQ.
Résumé	The Patient Protection and Affordable Care Act (ACA) of 2010 constituted an epic policy breakthrough, culminating a century of effort to ensure that nearly all Americans can obtain health insurance. The articles in this special issue seek to illuminate the challenges involved in implementing this law and other health reforms in a context marked by deep-seated partisan polarization. This introductory essay provides a backdrop to frame the more specific insights of the contributors. It introduces two key legacies in place at the time of the ACA's passage: the health insurance regime and rising health care costs. Certain pivotal provisions of the ACA then receive attention, including the "individual mandate," health insurance exchanges, and the Medicaid expansion. This introduction shows how the ACA and related health care developments intersect with broader issues of governance and public administration: the rise of executive branch discretion within the nation's separation of powers system, the increased importance of the administrative presidency, and the emergence of fractious federalism rooted in partisan polarization.

Titre	REFORMING PUBLIC SERVICES AFTER THE CRASH: THE ROLES OF FRAMING AND HOPING
Auteur	Leo MCCann
Publication	Public Administration (2013). Vol. 91. N° 1. Pp. 5-16.
Source	Article disponible via les bibliothèques de l'ENAP et de la TÉLUQ.
Résumé	This symposium of Public Administration explores the impact of the 'Great Financial Crisis' (GFC) on public services provision and delivery. This introductory article discusses the political and media 'framing' and 'counter-framing' of what the GFC means for reforming public service bargains. The dominant frame is that service reform and cutbacks to provision are inevitable and unavoidable. This is contrasted with the counter-frame that the GFC is being used as 'cover' for 'ideologically driven' reforms that policymakers would have wanted to introduce even if the crash had not occurred. Reform processes, however, are highly context-specific and frames and counter-frames are rhetorical and subjective. They emanate from deep-seated yet fragile assumptions about the economic, social, and moral capacities of markets and governments, and are therefore best understood as 'mechanisms of hope' rather than distinct and rational policy prescriptions.

Politiques publiques / Théorie

NORMALISATION
PRIVATISATION

Titre	WHAT ORGANIZATION THEORISTS AND PUBLIC POLICY RESEARCHERS CAN LEARN FROM ONE ANOTHER: PUBLICNESS THEORY AS A CASE-IN-POINT
Auteur	Barry Bozeman
Publication	Organization Studies (2013). Vol. 4, N^{o} 2. Pp 3-33.
Source	Article disponible via les bibliothèques de l'ENAP et de la TÉLUQ.
Résumé	The author argue that organization theory and public policy studies, two field that share many common origins, have had surprisingly little cross-fertilization and that this state of affairs is both injurious and correctable. This paper (1) considers the costs and the foregone opportunities resulting from this mutual intellectual disregard, (2) presents an illustrative case to show the possibility of cross-fertilizing public policy and organization studies, and (3) suggests some general strategies to promote cross-fertilization between these two apparently related fields of inquiry. The author provide a detailed illustration of the cross-fertilization of public policy and organization studies by recounting the history of "dimensional publicness theory," a theory lens that, uncommonly, has been employed by both organization theorists and public policy scholars. He conclude with suggestions for promoting cross-fertilization between public policy studies and organization theory.

Titre	POLICY ENTREPRENEURS AND STRATEGIES FOR CHANGE: THE CASE OF WATER MANAGEMENT
Auteur	Stijn Brouwer
Publication	VU University Amsterdam (2013). 338 p.
Source	Thèse disponible via les bibliothèques de l'ENAP et de la TÉLUQ.
Résumé	The capability and understanding of how to affect policy is becoming increasingly important in view of global social and environmental challenges. Given the amorphous and complex nature of policy change, however, in many respects it remains a puzzle how such processes can be explained, let alone affected. Brouwer's study analyses policymaking processes at the micro-level, focusing on the behaviour of so-called policy entrepreneurs; highly talented individual change agents who are constantly on the alert for policy opportunities. It explores the different strategies that policy entrepreneurs employ, which conditions affect the policy entrepreneur's selection of strategies and, more importantly, it assesses the (contextual) effectiveness of these strategies. The empirical research of the thesis is based on a four-year study, entailing more than 60 in-depth interviews and an extensive mail survey of over 450 water policy entrepreneurs in the Netherlands. Policy Entrepreneurs and Strategies for Change suggests that, depending on the specific context, policy entrepreneurs effectively place emphasis on particular strategies and strategy combinations, and can rightfully be considered as proactive orchestrators of policy change processes.

Gouvernance des finances publiques
Politiques économiques / budgétaires

POLITIQUES ÉCONOMIQUES ET ÉCONOMIE DU SAVOIR
RÉGIMES DE RETRAITE
INFRASTRUCTURES PUBLIQUES

Titre	BALANCED BUDGET REQUIREMENTS AND STATE SPENDING: A LONG–PANEL STUDY
Auteurs	Daniel L. Smith et Yilin HouI
Publication	Public Budgeting & Finance (2013). Vol. 33. N° 2. Pp 1-18.
Source	Article disponible via les bibliothèques de l'ENAP et de la TÉLUQ.
Résumé	This study tests the effects of balanced budget requirements on three measures of state expenditure using data on 48 states for the years 1950–2004. The authors find that the following rules are effective in constraining expenditures: (1) requiring that the governor submits a balanced budget; (2) placing controls on supplemental appropriations; and (3) prohibiting the carry-over of a deficit from one fiscal year or biennium into the next. The latter two rules exert larger individual effects than the first. All else equal, states can best improve their prospects of reigning in spending by instituting technical rules that govern budgetary outcomes, as opposed to political rules that dictate how the budget is assembled and approved.

Titre	FOR THE PEOPLE: POPULAR FINANCIAL REPORTING PRACTICES OF LOCAL GOVERNMENTS
Auteurs	Juita-Elena Yusuf, Meagan M. Jordan, Katharine A. Neill et Merl Hackbart
Publication	Public Budgeting & Finance (2013). Vol. 33. N° 1. Pp 95-113
Source	Article disponible via les bibliothèques de l'ENAP et de la TÉLUQ.
Résumé	Popular financial reports are reports distributed to citizens and other interested parties who lack a background in formal government financial reporting but who desire an overview of the government's financial status and activities. This paper examines the current state of local government popular financial reporting in the U.S. The results of a survey of large cities and counties indicate that 75 percent of these local governments have issued popular financial reports and that the types of reports and methods of distribution vary. Many of the reasons for providing popular reports relate to providing information and improving transparency and accountability by providing more user friendly financial reports. This paper concludes with a discussion on popular financial reporting in the context of government transparency and accountability, and offers a research agenda for continued study of the topic.

Titre	PENSION REFORM IN ATLANTA: FUNDING PAST PROMISES IN AN UNCERTAIN FUTURE
Auteurs	Sarah Beth Gehl, Katherine G. Willoughby et Michael J. Bell
Publication	Public Budgeting & Finance (2013). Vol. 33. N° 3. Pp 3-23.
Lien	Article disponible via les bibliothèques de l'ENAP et de la TÉLUQ.
Résumé	This research assesses state and local pensions in the U.S. Concerns of locally administered pensions are addressed; actions taken and possible reforms to these plans are noted. Then, recent pension reform in Atlanta, Georgia is examined. In 2009, Atlanta had the 12th lowest funding ratio for its general employee fund compared to all other city plans in Georgia. Atlanta's story explains the depths of its pension problems, how the pension got into trouble and the changes necessary to advance fiscal sustainability. Such plans will require strict discipline by politicians, pension boards and financial managers, and tempering member expectations to reach sustainability.

Titre	THE MANAGEMENT OF DEFINED CONTRIBUTION PENSION PLANS IN LOCAL GOVERNMENT
Auteurs	Gang Chen, Carol Ebdon, Kenneth A. Kriz et Olivier Maisondieu Laforge
Publication	Public Budgeting & Finance (2013). Vol. 33. N° 3. Pp 75-95.
Lien	Article disponible via les bibliothèques de l'ENAP et de la TÉLUQ.
Résumé	Despite the growing importance of defined contribution pension plans in state and local governments, little research exists on how those plans are actually managed. The study fills a gap in the literature through using a mixed-methods approach on a sample of local governments in Nebraska. The authors employ a mail-out survey to get broad-based information on DC plan administration throughout the state, and use face-to face interview techniques on a subsample of plans to investigate the details of plan management. They find several deviations from promulgated best practices, and substantial variation in administrators' knowledge of and role perception related to DC plans.

ÉNERGIE

Titre	DISTRIBUTIONAL IMPACTS OF CLIMATE CHANGE MITIGATION IN INDIAN ELECTRICITY: THE INFLUENCE OFGOVERNANCE
Auteur	Narasimha D. Rao
Publication	Energy Policy (2013). Vol. 61. Pp 1344-1356.
Source	Article disponible via les bibliothèques de l'ENAP et de la TÉLUQ.
Résumé	Studies that examine the distributional impacts of climate change mitigation policies often neglect the influence of institutions that implement these policies. This study examines the short-term consumption-side distributional impacts of expanding low-carbon electric supply in the state of Maharashtra, India with a focus on the influence of regulatory discretion in pricing. Households' welfare impacts from economy-wide electricity price shocks are simulated against a baseline that is calibrated to actual household economic and electricity service conditions, including actual electricity budgets, block tier prices and supply rationing. Industrial price impacts are propagated to households using a Leontief input–output analysis. Regulatory pricing decisions are evaluated based on social welfare metrics for economic efficiency and income in equality. The analysis reveals new linkages between climate change mitigation, electricity policy and income distribution. Low-income households can be shielded from mitigation impacts without losses in aggregate welfare to the extent that regulators can recover mitigation costs through industrial price increases. Regulators' flexibility to distribute costs across households is constrained by industrial customers' migration off the grid. Reduced supply interruptions to the rural poor from the resulting demand contraction area potential co-benefit of mitigation. Distributional impacts, therefore, depend on other electricity policies that are driven by the political economy of the sector.

Titre	NETWORK APPROACH FOR LOCAL AND COMMUNITY GOVERNANCE OF ENERGY: THE CASE OF OXFORDSHIRE
Auteurs	Yael Parag, Jo Hamilton,Vicki White et Bernie Hogan
Publication	Energy Policy (2013). Vol. 61. Pp 1064–1077.
Source	Article disponible via les bibliothèques de l'ENAP et de la TÉLUQ.
Résumé	One of the many barriers to the incorporation of local and community actors in emerging energy governance structures and policy delivery mechanisms is the lack of thorough understanding of how they work in practice, and how best to support and develop effective local energy governance. Taking a meso-level perspective and a network approach to governance, this paper sheds some new light on this issue, by focusing on the relation, channels of communication and interactions between low carbon community groups (LCCGs) and other actors. Based on data gathered from LCCGs in Oxfordshire, UK, via network survey and interviews the research maps the relations in terms of the exchanges of information and financial support, and presents a relation-based structure of local energy governance. Analysis reveals the intensity of energy related information exchanges that is taking place at the county level and highlights the centrality of intermediary organization in facilitating information flow.

	(suite) The analysis also identifies actors that are not very dominant in their amount of exchanges, but fill 'weak-tie' functions between otherwise disconnected LCCGs or other actors in the network. As an analytical tool the analysis could be useful for various state and non-state actors that want to better understand and support – financially and otherwise – actors that enable energy related local action.

STRATÉGIE

Titre	DEMOCRACY'S NEW DISCIPLINE: PUBLIC DELIBERATION AS ORGANIZATIONAL STRATEGY
Auteurs	Caroline W. Lee et Zachary Romano
Publication	Organization Studies (2013). Vol.34 N° 5-6. Pp 733-753.
Source	Article disponible via les bibliothèques de l'ENAP et de la TÉLUQ.
Résumé	Scholars of politics have studied deliberative events as political processes aimed at empowering citizens, a perspective that frames organizational subsidies of public deliberation as civil society sponsorship. Based on multi-method fieldwork, this article investigates deliberation as a strategic tool marketed by an emerging industry of professional consultants to contemporary organizations facing resistance to retrenchment, redevelopment, and reorganization. This field-level organizational perspective reveals that deliberative solutions are sold to public, private, and third-sector managers in terms of their potential to cultivate stakeholder empathy for decision-makers, downsize public expectations for administrative problem-solving, and produce behavioral alignment and positive attitudes toward austerity measures. The simultaneous framing of deliberation as civic renewal and as a preemptive strategy for reducing contention demonstrates how sponsors have leveraged the ambiguities enabled by the reconfiguration of civic activity and authority described in this special issue. As such, the authors argue that understanding the political implications of the expanding market for sponsored deliberation requires a comparative historical approach to organizational strategy.

Titre	PLACE MARKETING AS GOVERNANCE STRATEGY: AN ASSESSMENT OF OBSTACLES IN PLACE MARKETING AND TH EIR EFF ECTS ON ATTRACTING TARGET GROUPS
Auteurs	Jasper Eshuis, Erik Braun et Erik-Hans Klijn
Publication	Organization Studies (2013). Vol.34 N° 5-6. Pp 733-753.
Source	Article disponible via les bibliothèques de l'ENAP et de la TÉLUQ.
Résumé	Place marketing is increasingly being used as a governance strategy for managing perceptions about regions, cities, and towns. What are the most important obstacles to implementing place marketing? Based on a survey of 274 public managers involved in place marketing in the Netherlands, this article analyzes the main obstacles as perceived by public managers. It also analyzes the effects of obstacles on perceived results of place marketing in terms of attracting target groups. A factor analysis of a variety of obstacles investigated in the survey shows three clearly demarcated obstacles: administrative obstacles within municipalities, obstacles in developing the substance of marketing campaigns, and political obstacles. Obstacles in developing the substance of the marketing campaigns have significant effects on the results of place marketing in terms of attracting stakeholders, whereas the two other obstacles have no significant influence.

MANAGEMENT – NOUVEAU MANAGEMENT PUBLIC

Titre	NEW PUBLIC MANAGEMENT: THE EVIDENCE-BASED WORST PRACTICE?
Auteur	Juha Siltala
Publication	Administration & Society (2013). Vol. 45. N° 4. Pp. 468-493.
Source	Article disponible via les bibliothèques de l'ENAP et de la TÉLUQ.
Résumé	New public management (NPM) has fitted public services into quasi-market models and introduced punishments and rewards to produce better services with lesser staff. Instead of having freed energies and creativity of the employees formerly shackled by their bureaucratic turfs, NPM reforms have bound energies into theatrical audit performances at the cost of work and killed creativity in centralizing resources and hollowing out the professional autonomy. Neglecting basic work has affected the sense of self-efficacy of the employees, thus thwarting the main reward of public calling. It cannot be compensated by money (and more money is not available). Fundamental deprivation of the legitimacy of public employees and the inability of the result and quality measurements to cover the contents of their work have traumatized many most-committed employees and driven others toward a Soviet-type double standard. Mutual trust is undermined and Western societies are sliding toward the failed states of Third World in lacking predictability. This tendency may be stopped and win–win situation between public employers, employees, and clients created, if employees could concentrate on the contents of their work (producing happiness) instead of changing organizations and defending themselves by numbers (producing malignant stress).

Titre	A MODEL OF COST-CUTTING IN GOVERNMENT? THE GREAT MANAGEMENT REVOLUTION IN UK CENTRAL
Auteurs	Christopher Hood and Ruth Dixon
Publication	Public Administration (2013). Vol. 91. N° 1. Pp. 114-134.
Source	Article disponible via les bibliothèques de l'ENAP et de la TÉLUQ.
Résumé	New Public Management (NPM), particularly in its early stages in the 1980s, is often said to have concentrated on cost-cutting and efficiency, but few studies have examined how far NPM succeeded in cutting costs. Focusing on UK central government, often claimed to be a leading case of NPM, and analyzing three sets of data (for running costs, tax collection costs, and paybill), this study finds little evidence of real running cost reductions in the early NPM era. It concludes that, contrary to stereotype, 1980s NPM in UK central government does not offer a model for the scale of administrative cost-cutting currently planned, and even the cutbacks of the 1990s fell far short of those current plans. The conclusion for the academic study of NPM is that something more than a minor revision of the received view of NPM as a cost-cutting movement is needed to explain these observations.

Titre	ETHICAL CHOICE MAKING
Auteurs	Margaret Stout et Jeannine Love
Publication	Public Administration Quaterly (2013). Vol. 37. N° 2. Pp. 35-56.
Source	Article disponible via les bibliothèques de l'ENAP et de la TÉLUQ.
Résumé	In introducing this series of essays, the editors explain "the implicit argument is that Public Servants do best if they recognize and respond to values-related issues to retain a vibrant and stable American society" (Mingus and Horiuchi 2012b, 116). Values-related issues in public administration are often clustered under categories of efficiency, economy, and equity (Frederickson 1997), but also effectiveness and ethics as well (Stout 2013). As the editors suggest, the academic world might wish to demonstrate "how resilient governance incorporates more than efficiency and cost-effectiveness as core values" (Mingus and Horiuchi 2012b, 116). Often these values exist in tension or competition which requires trade-offs (Okun 1975). Thus, while they all may be considered good or right in our society, administrators must often make difficult choices among them. Indeed, the understanding of ethics as a matter of right versus right, whereas morality is a matter of right versus wrong (Kidder 1995; Badaracco 1997), is most useful for contemplating the most difficult decisions administrators must face when addressing challenges to governance resiliency. However, it must be noted that in today's increasingly polarized and diverse society, the ferocity and "ideological fervor" (Mingus and Horiuchi 2012b, 116) with which each one now defend his version of right against others' versions of right have obfuscated the practice of ethics in a wash of moralism—our "ethics" discussion is now more often one of morality. As issues such as incivility escalate into violence (Mingus and Horiuchi 2012a), administrators more frequently focus on blatantly illegal and harmful acts as opposed to ethical dilemmas.

Titre	AFTER FUKUSHIMA: REFLECTIONS ON RISK AND INSTITUTIONAL LEARNING IN AN ERA OF MEGA-CRISES
Auteur	Paul ’t Hart
Publication	Public Administration (2013). Vol. 91. N° 1. Pp. 101-113.
Lien	Article disponible via les bibliothèques de l’ENAP et de la TÉLUQ.
Source	Triggered by the recent inquiries into the Fukushima nuclear disaster, this article reflects on the challenges of developing and operating risk regulation and crisis management regimes in an era of highly complex and tightly interconnected socio-technical systems. These challenges are not just technical and professional but fundamentally institutional and cultural. The article identifies three key paradoxes and challenges of contemporary risk and crisis management, signals a range of recurrent problems in governments’ efforts to cope with these challenges, problematizes current patterns of societal learning from crises, and sketches an agenda for public administration research in this area.

Titre	AVIATION SECURITY, RISK ASSESSMENT, AND RISK AVERSION FOR PUBLIC DECISIONMAKING
Auteurs	Mark G. Stewart et John Mueller
Publication	Journal of Policy Analysis and Management (2013). Vol. 32. N° 3. Pp. 615-633.
Lien	Document disponible via les bibliothèques de l’ENAP et de la TÉLUQ.
Source	This paper estimates risk reductions for each layer of security designed to prevent commercial passenger airliners from being commandeered by terrorists, kept under control for some time, and then crashed into specific targets. Probabilistic methods are used to characterize the uncertainty of rates of deterrence, detection, and disruption, as well as losses. Since homeland security decisionmakers tend to be risk-averse because of the catastrophic or dire nature of the hazard or event, utility theory and Monte Carlo simulation methods are used to propagate uncertainties in calculations of net present value, expected utility, and probabilities of net benefit. The researchers employ a “break-even” costbenefit analysis to determine the minimum probability of an otherwise successful attack that is required for the benefit of security measures to equal their cost. In this context, they examine specific policy options: including Improvised Physical Secondary Barriers (IPSBs) in the array of aircraft security measures, including the Federal Air Marshal Service (FAMS), and including them both. Attack probabilities need to exceed 260 percent or 2.6 attacks per year to be 90 percent sure that FAMS is cost-effective, whereas IPSBs have more than 90 percent chance of being cost-effective even if attack probabilities are as low as 6 percent per year. A risk-neutral analysis finds a policy option of adding IPSBs but not FAMS to the other measures to be preferred for all attack probabilities. However, a very risk-averse decisionmaker is 48 percent likely to prefer to retain FAMS even if the attack probability is as low as 1 percent per year—a level of risk aversion exhibited by few, if any, government agencies.

	(suite) Overall, it seems that, even in an analysis that biases the consideration toward the opposite conclusion, far too much may currently be spent on security measures to address the problem of airline hijacking, and many spending reductions could likely be made with little or no consequent reduction of security.

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