Résumés/Abstracts **Auteur.es ordre alphabétique / Authors Alphabetic order**	
Atkinson, Michael **Fulton, Murray** Johnson-Shoyama School	In recent years concepts such as "quality of government" or "good governance" have become popular as means of accounting for national differences in societal well being and economic growth. These are encouraging but challenging developments for students of public administration. For those used to chronicling changing patterns of government activity, the turn to good government brings with it a new onus to stipulate what good government actually consists of. Empirical research has helped establish some important correlations between institutional configurations and preferred outcomes, but no one-to-one, straight forward relationships. Much of the problem lies in the concept of good government itself. The challenge is to identify the features, values or qualities of governing that actually produce outcomes that meet human development needs. One strong contender is the norm of impartiality. Governments that develop and administer policies in an impartial manner are said to meet a critical "good government" test and to thereby contribute positively toward satisfying basic human needs. Without discounting the importance of impartiality, beneficence, efficiency or any other value that may characterize good government, we argue that good government must be intelligent government. We develop a definition of intelligence and argue for its singular importance in an era of deep uncertainty regarding the appropriate resolution of policy problems. Because problems are inherently dynamic, intelligence cannot be a static concept. At its most basic level, intelligence presumes the capacity to balance the need to encourage long term investments in society with the need to avoid creating powerful vested interests. As such, intelligent government must confront simultaneously the strong cognitive and political biases that govern our view of the future. The criterion of intelligence provides a fresh angle on the evaluation of existing institutions and practices. Securing intelligence requires directly confronting the cognitive limitations of both the rulers and the ruled. Intelligent government is not the product of structural design or the expression of personal qualities but a combination of the two. The key design feature is competition; the key personal feature is good judgment. In this paper we discuss both the theoretical and practical implications of this perspective on good governance and good government.
Benoit , Maude Université Concordia **Patsias, Caroline** UQAM	**La gestion participative et territorialisée peut-elle changer l'action publique agricole ? Le cas de l'agroenvironnement dans deux régions françaises** L'Union européenne encourage ses États membres à construire leur politique agroenvironnementale selon une approche infranationale et participative. Cette idée repose sur l'hypothèse que des processus politiques plus ouverts conduiront à une légitimité et à une efficacité accrue des décisions collectives. De façon plus implicite, une autre hypothèse est aussi émise sous le couvert de l'injonction participative : l'activation d'acteurs locaux et environnementalistes serait propice pour déstabiliser la traditionnelle alliance corporatiste qui existe depuis les années 1960 entre les administrations et les organisations agricoles, et ainsi verdir davantage les mesures agroenvironnementales qui sont mises en oeuvre. Au-delà des idéologies ou des stratégies politiques

cependant, un style de gouvernance décentralisé et participatif permet-il véritablement de modifier l'action publique agroenvironnementale?

Les mesures agroenvironnementales territorialisées (MAET) créées en France en 2007 constituent un excellent cas d'étude pour contribuer à répondre à cette question. La gestion des MAET a en effet été déléguée à l'échelon régional au sein d'une instance intersectorielle et multi parties prenantes. Fondée sur une étude qualitative du pilotage des MAET dans deux régions françaises (Centre et Languedoc-Roussillon) de 2007 à 2013, cette communication répond à un double objectif : 1) examiner comment les changements institutionnels — c'est-à-dire la diversité des acteurs impliqués et le degré de décentralisation — se reflètent sur les MAET implantées; 2) étudier comment ces changements affectent, le cas échéant, la configuration corporatiste traditionnelle des processus politico-administratifs en agriculture.

Bernier, André, doctorant, Université d'Ottawa	**Problématisation et réforme du contrôle externe de la police au Québec et en Colombie-Britannique** Cette communication présente certains résultats préliminaires tirés de ma recherche doctorale, laquelle s'intéresse au processus ayant mené à la création de bureaux d'enquêtes sur la police au Québec (Bureau des enquêtes indépendantes) et en Colombie-Britannique (Independent Investigations Office). La présentation se structure autour de deux objectifs : premièrement, montrer dans chaque cas comment s'est construit le problème des enquêtes menées sur la police lors de décès ou de blessures graves à l'occasion d'opérations policières et, deuxièmement, faire le lien entre ce phénomène et le processus de réforme. En effet, le passage d'un phénomène social en objet légitime d'action publique passe par un processus cognitif de définition et de qualification, la « problématisation » (Boussaguet, 2009). Dans les cas à l'étude, cette problématisation est le fruit de certains groupes d'intérêts mobilisés présents de façon stable dans le secteur, mais aussi d'enquêtes publiques ayant graduellement élaboré un discours critique « légitime ». Malgré certaines différences, le Québec et la Colombie-Britannique ont connu une longue période de stabilité, suivie d'un remplacement de *Policy Image* (Baumgartner & Jones, 1991, 1993) ouvrant la voie à une transformation importante du mécanisme de contrôle externe de la police. Les données proviennent à la fois d'entretiens semi-dirigés et de l'examen de sources documentaires (mémoires, rapport d'enquêtes, etc.). L'analyse mise sur une sociologie politique des acteurs (Hassenteufel, 2011) et des problèmes publics (Neveu, 2015), en plus de mettre à profit certains apports du néo-institutionnalisme (Hall & Taylor, 1997) et de la théorie des équilibres ponctués (True, James, Jones, & Baumgartner, 2007).
Bird, Malcolm G. University of Winnipeg **Dutil,Patrice** Ryerson University **Stoney, Chris** Carleton University	*Regulating the "Sins": Tobacco, Alcohol, Gambling and Marijuana Regulation in Canada* Our paper will analyze the changing nature of how the Canadian state regulates the four "sinful" indulgences of tobacco, alcohol, gambling and marijuana over the past 40 years. We define "regulation" very broadly as any state activity, and resultant social behaviors, that affect one's capacity to indulge in one of these activities. First, we will outline how the regulatory framework surrounding these activities are fluid and, to a large degree, socially constructed. It was, after all, not that long ago that gambling was completely illegal in Canada and smoking tobacco was ubiquitous. Second, we will argue that there is a causative link between the regulatory framework governing these activities, and usage and the accompanying social acceptance (or not) of each "sinful" activity. Further, we will argue that one key factor shaping the regulatory framework is that the state must balance the value of the revenues derived from each specific activity, and the distribution and form of the cost(s) associated with said activity. For the most part, federal and provincial governments are happy to collect sin tax revenues upfront, yet at the same time are less willing to account for the health and social costs associated with usage, as the costs are often diffused over a wider set of actors over a long period of time; or that oftentimes the costs are not borne directly by the government, but rather by the families and communities

	connected to the individuals indulging in these vices. On a normative note, we are deeply concerned over proposed changes to the regulatory regimes, particularly regarding gambling and (potentially) for marijuana as both have potentially serious social and healthrelated costs that are not adequately accounted for in the discussions surrounding these activities. We will take time to point out a number of blatant inconsistencies and, in a number of cases, outright hypocrisy in the divergent regulatory regimes that govern these four sinful activities. After briefly outlining our position, the paper will provide a succinct history of the regulatory regimes of each sin, and will conclude by pointing out some of the inconsistencies in how governments regulate these sinful activities.
Boyd, Brendan University of Calgary	**Climate change policy and governance in Canada: What can we learn from the provinces?** At the recent United Nations Framework Convention on Climate Change Conference of the Parties in Paris, newly-elected Canadian Prime Minister Justin Trudeau proclaimed: "Canada is back."1 Trudeau's words come after a decade of Stephen Harper's Conservative Government which produced limited actions at the federal level in Canada and a negative reputation for the country internationally. However, Canada does not have to start from scratch in responding to climate change. Provinces have filled the void left at the federal level by adopting a range of policy instruments and governance strategies to reduce their emissions. Many provinces even looked to coordinate their responses through voluntary agreements with each other and US states, such as the Western Climate Initiative (WCI). With the federal government promising to re-engage on climate change, what can be learned from provincial responses and what role should provinces play going forward? This paper examines the experience of five provinces that developed innovative policy solutions to address climate change (BC, Manitoba, Ontario, Quebec and Alberta) and their efforts to coordinate their responses in the absence of federal leadership. The paper is informed by interviews with provincial policy makers and detailed document review. The research finds that collaboration led to limited coordination on policy instruments such as greenhouse gas emission reporting regulations and vehicle emission standards, which provides a foundation for future cooperation. As such, provinces should be viewed as "first-movers" that have set the stage for action in Canada and should be engaged as equals with the federal government in developing national policy.
Brady, Jean-Patrick, doctorant ÉNAP	**Entre pluralisme et néocorporatisme : le modèle québécois de concertation comparé** Le modèle de concertation québécois est soumis à un important débat dans la littérature scientifique. Bien qu'il soit généralement reconnu comme étant unique en Amérique du Nord, plusieurs de ses caractéristiques ne font pas l'unanimité. Pour certains, il possède des fondements néocorporatistes comme ceux existants en Suède alors que pour d'autres, il devrait s'en inspirer davantage. Le but de cet article est dans un premier temps d'analyser le modèle québécois face aux prémisses théoriques pluralistes et néocorporatistes afin de mieux déterminer ses fondements. Dans un deuxième temps, nous allons comparer le modèle québécois à celui de la Suède, pour mieux le situer face à un exemple concret de néocorporatisme longtemps réputé pour sa grande concertation entre l'État et les partenaires sociaux. Dernièrement, nous comparerons le Québec face à d'autres territoires nationaux de l'OCDE sur une pluralité d'indicateurs afin de voir si les résultats précédents se confirment dans la pratique. Les résultats obtenus, par l'entremise d'analyses en composantes principales, démontrent que le modèle québécois possède peu de ressemblances face aux prémisses théoriques du néocorporatisme ou encore face au modèle suédois. Ces résultats viennent donc contredire une partie importante de la littérature scientifique en ce qui concerne le modèle de concertation québécois.
Brock, Kathy Queens University	**Coping with Death: Assisted Suicide as a Public Management Problem** The 2015 Supreme Court of Canada (SCC) decision in the Carter case involving the issue of medically assisted suicide has posed a

significant dilemma for public management. The SCC struck down the sections of the criminal code prohibiting assisted suicide even for terminally ill Canadians but gave the federal government a year's grace in determining the proper policy response to the decision. As we approach the court-imposed deadline, limited action has been taken at either the federal or provincial level of government. The newly elected Liberal government has applied for a deferral of the deadline while a response is formulated. Only Quebec has enacted a legislative scheme of medically assisted suicide by treating the issue as a health concern.

This paper analyses the SCC decision and legislative scheme proposed by the lower court as a means of dealing with the issue as well as alternative proposals for addressing the issue as a public management issue. Three related research questions animate the research. First, is the issue more appropriately treated as a criminal code matter or a matter of health policy? In short, whose jurisdiction is it? Second, do our federal and/or provincial governments have the institutional capacity to implement an inherently controversial policy including its ramifications in a means that will satisfy the diverse range of public opinion? Third, what institutional arrangements would best suffice to accomplish the policy objectives as articulated by the SCC? The answers will inform our understanding of the role and limits of evidence-based decision-making in public management of controversial policies.

Brock, Kathy Queens University **Evans,Bryan** Ryerson University **Migone, Andrea:** IPAC	**Innovation as methodology: Rethinking innovative processes in public service organizations** As governments are increasingly experiencing shifts away from 'simple' problems and facing 'wicked' and interconnected challenges, fiscal constraints seem to have become a constant in government operations. Increasingly, it appears that the capacity to innovate will represent the dividing line between success and failure. Governments and international organizations have focused on public service innovation (PSI) and agility (Kattel et al 2014; OECD 2015; Osborne and Brown 2013). Considerable energy, time and resources are dedicated to the exploration of innovative ways of renewing public service and building capacity to better support service delivery and policy advice at the organizational culture and structural levels (Schultz Larsen 2015; Stewart-Weeks and Kastelle 2014; Albury 2011). We argue that a major weakness in the literature and practical analysis of PSI rests with the definition of innovation itself. We lack a shared definition of what – precisely – public service innovation is, in part because we still rely on a model designed for private sector manufacturing (Porter 1985) and in part because we have increasingly made it a prescriptive positive bias in public administration to 'innovate.' We propose a solution by approaching innovation as a methodology: a way in which analysis and decisions are modelled around core organizational functions. This allows us to circumvent the positive bias (i.e., measuring innovation based on the success of change) and to focus on the agents of change both internal and external to the organization that diffuse and champion the logic of innovation.
Caron, Isabelle, doctorante Université d'Ottawa.	Traditionnellement érigées sur la base d'une domination rationnelle de type wébérienne prônant une forme de gestion dont les actions découlent du droit, les administrations publiques occidentales ont été l'objet d'importantes réformes inspirées par la vague néolibérale qui a conquis la sphère publique depuis trois décennies. Rejetant les modes de domination traditionnels jugés inefficaces et trop contraignants, les réformes managériales ont donné naissance à des organisations régies par des contraintes apparemment plus souples et axées sur les résultats et la performance. En outre, ces réformes ont mené à un important changement dans le discours idéologique entourant l'exercice du pouvoir où celui-ci s'exercerait dorénavant sur la base d'un partenariat entre divers acteurs, l'État comptant seulement comme l'un de ces acteurs. Nonobstant le discours étatique récurrent sur l'avènement de cette ère nouvelle promettant flexibilité, souplesse et partenariat, il convient de poser un regard critique sur les réels changements apportés à l'exercice du pouvoir dans la sphère publique. Cette prétendue reconfiguration reflète-t-elle réellement la manifestation d'une administration étatique plus souple et plus démocratique ? Comment cet outillage managérial

	affecte-t-il concrètement l'exercice du pouvoir dans l'appareil administratif et éventuellement l'action publique ? En se penchant sur le cas de la fonction publique fédérale canadienne, cette communication propose plutôt d'aborder ces instruments de gestion comme de nouveaux modes de domination qui, s'ajoutant aux modes traditionnels toujours existants, donnent plutôt naissance à une structure de pouvoir étatique constamment plus complexe et plus contraignante. Il en résulte un système défini par des logiques paradoxales qui contribuent davantage à complexifier qu'à faciliter l'action managériale et ultimement l'action publique.
Champagne, Eric et Beaudry, Charles-Étienne **Université d'Ottawa**	**L'influence des programmes d'infrastructures du gouvernement fédéral sur la planification financières des municipalités ontariennes et québécoises** L'implication de la gouvernance multiniveau est d'une grande importance au Canada de nos jours en raison du rôle croissant joué par les municipalités dans le financement des services et des biens publics. Bien que les municipalités canadiennes demeurent relativement autonomes dans la livraison des services publics locaux, l'histoire est très différente en ce qui concerne les investissements dans les infrastructures et les immobilisations à long terme. En effet, les municipalités dépendent en grande partie des transferts intergouvernementaux (fédéraux et provinciaux) en ce qui concerne les investissements à long terme et cela est susceptible d'affecter considérablement le processus de planification et les décisions financières à l'échelle municipale. L'objectif général de cette communication est de mieux comprendre comment les programmes fédéraux de transferts destinés aux infrastructures influencent la planification et la gestion municipale sous l'angle de la gouvernance multiniveau. En d'autres mots, nous cherchons à comprendre comment les programmes de transferts fédéraux s'intègrent ou non à la planification des dépenses municipales. Les programmes fédéraux analysés sont : le Fonds de la taxe sur l'essence, Fonds chantiers Canada; et le Fonds de stimulation de l'infrastructure. L'analyse s'appuie sur un terrain de recherche qualitatif réalisé en 2015 auprès des municipalités québécoises et ontariennes. La méthodologie qualitative utilisée s'appuie sur des entretiens semi-dirigés auprès d'élus et de gestionnaires municipaux. L'échantillon comprend des municipalités de tailles diverses (petites, moyennes et grandes). L'article qui sera présenté lors de la conférence s'appuiera sur les résultats empiriques tirés de cette enquête.
Clarke, Amanda Carleton University	Opening Government under Stephen Harper Scholarly and popular consensus frames Stephen Harper's leadership of the public service as an embodiment of New Political Governance (Aucoin, 2012), with critics taking particular aim at the Harper government's use of tightly managed communications strategies, its apparently weak commitment to access to information and its lack of public engagement. Less discussed have been four whole of government initiatives that, under Harper's leadership, pledged to build a more open and networked model of public service: the Open Government initiative; cross-government social media tools (GCPedia and GCConnex); Blueprint 2020; and a series of Policy Innovation initiatives. Were these activities marginal, providing 'window dressing' to a public service that was in reality becoming ever more closed and secretive? Or, do these initiatives unsettle current assumptions about the state of the public service, an institution typically classified as having become increasingly closed and insular in the past decade of Conservative rule? Drawing on interviews with federal public servants and analysis of internal and public government documents, this paper presents new data into these four recent federal government initiatives, describing their objectives, and the barriers and successes they faced upon implementation. The paper argues that through incremental, and largely internal and 'under the radar' efforts, the federal government has over the past decade built significant capacity for, and in certain cases implemented in practice, a model of public administration characterized by unprecedented openness. Challenging the perception that the new Liberal government has inherited a public service in disarray, the paper's findings suggest that under Harper, the public service laid much of the groundwork required to realize the brand of open, networked and innovative public service that the Liberals have pledged to deliver.
Cohn, Daniel	

York University	**Reconciliation between Aboriginal People and Police Services in the Greater Toronto Area.** The newly elected Trudeau Liberal Party government has promised to adopt a new approach to dealing with Canada's aboriginal people. Widely lauded as a major advance, caution must be expressed. This is because many aboriginal people live in contexts where issues of concern to them are in the hands of other levels of government. Therefore reconciliation cannot be the responsibility of one level of government alone. No context better demonstrates this than the Greater Toronto Area, home to roughly 26,500 people (as of the 2006 census) the vast majority of whom live outside of a recognized aboriginal political community. This paper will explore what is being done by local government so as to address the need for reconciliation with their aboriginal citizens in a policy area that has proved problematic, the relationship aboriginal people have with the criminal justice system. Specifically, the paper will look at the four police services responsible for the Greater Toronto Area (Toronto, Peel, Durham and York). The question being asked is whether they have addressed the need for reconciliation with aboriginal citizens and how they have done so? Efforts will be evaluated in two dimensions, their degree of institutionalization and also in terms of their degree of reach (the breadth and depth of these efforts). Attempts will be made to isolate structural, personnel and contextual difference between the four police services that might explain differences in performance.
Constantinou, Peter York University	**When the workplace is the classroom for both faculty and students:** **Lessons in experiential education** **Faculty use of job shadowing as source of inspiration for pedagogy in teaching public administration.** Increasingly classrooms in public policy and administration programs are filled with early and mid-career working professionals from the public and broader public sector. Much of late has been made of the pedagogical challenges of teaching different learners. As faculty adapt pedagogy to address different learning styles of different demographics, a new challenge has emerged - most early and mid-career professionals now not only come from the civil service, but increasingly from the broader public sector. In an attempt to better understand the different learning needs of these students, Author has completed a two year experiment with job shadowing in a variety of different civil service and broader public sector roles as an inspiration for pedagogy and teaching tools. Spending time working with and observing fire fighters, police officers, municipal and provincial civil servants and politicians, among other professionals, this session will highlight the lessons, suggest best practices and reflect on early results in pedagogical advancements.
Constantinou, Peter P. York University	*Inside the Minister's Office: Who does what?* Over time, the structure/function of a typical minister's office has evolved from a couple of very close advisors, to a large and very specialized group of individuals, often numbering between 10-20 people, each with very different functions. While some research has looked at some aspects of these functions, we lack a more comprehensive look at the history of the evolution and the current status of individuals and functions. Who are they? What responsibilities do they have? How do they do? And how has this changed over time? This study will look at all the functions in a typical minister's office – Chiefs of Staff, Policy Advisors, Constituency Assistants, Causcus/MPP Liason, Communications, Press Secretary, Speech writers, Legislative Assistants/Issues Managers, Operations Managers, Schedulers, General and special assistants. This study used data collected from face-to-face interviews with 50 current and former representatives of each of these positions, representing all three political parties at the provincial level in Ontario between

	1985-2015. This paper examines the tradition role of the political staff in a minister's office, the changing role, presents a detailed outline of their perceived role and expectations, and the way they actually spent their time and efforts. A total of 500 qualitative interviews will be included in this study and provide us with a comprehensive look at who works there, what they do and how that has changed over time.
Conteh, Charles Brock University.	**Towards Horizontal Accountability: Pitfalls and Potentials** Although horizontal network delivery systems are becoming increasingly ubiquitous, they often also exacerbate the already vexing problem of accountability in the public administration. The proposed paper will examine the challenges of ensuring accountability in the management of local/regional economic development involving multiple actors drawn from across various sectors and from several tiers of jurisdiction. The policy context of the discussion is the attempt by mid-sized cities to bring actors together to facilitate the adaptation of their respective economies to global industrial restructuring over the past two decades. Focusing on two cityregions in Canada and the United States (Niagara, Ontario and Rochester, New York, respectively) for comparative analysis, the study will argue that the imperatives of governance in twenty-first century require a rethinking of conventional constructs of accountability. This proposed paper thus revisits the conventional notion of accountability rooted in bureaucratic and hierarchical structures of government and advances an alternative conceptualization that has a more useful application to complex horizontal network delivery systems. The discussion will also acknowledge some of the anticipated pitfalls of this slippery undertaking.
Demers, Louis École nationale d'administration publique	**Les rôles de l'État et des acteurs non gouvernementaux dans l'action collective : la régulation des résidences privées pour aînés au Québec** De 2015 à 2036, le nombre de personnes âgées de 75 ans et plus devrait plus que doubler au Canada. À moins que les gouvernements n'investissent massivement dans les services à domicile et les centres d'hébergement, la demande pour des unités d'habitation dans les résidences privées pour aînés (RPA) devrait continuer de croître. L'enjeu d'assurer la sécurité des aînés vivant en résidence, la qualité des soins qu'ils y reçoivent et leur qualité de vie gagnera donc en importance au cours des prochaines années. Les gouvernements disposent de différents modes de régulation pour atteindre cet objectif. Celui du Québec a opté pour l'instauration d'un régime de certification des RPA. Cette présentation vise à décrire l'évolution du marché des RPA au Québec, à situer la certification parmi les modes de régulation sociale à la disposition des gouvernements, à rendre compte du caractère complexe et intersectoriel de la politique québécoise de certification, à en décrire les effets sur la qualité des soins, la sécurité et la qualité de vie des résidents, et à dégager des pistes de réflexion utiles aux responsables de politique publique visant les RPA ou leur équivalent ailleurs au Canada. Cette présentation s'appuie sur les résultats d'un projet de recherche subventionné par les Instituts de recherche en santé du Canada ainsi que sur une analyse documentaire des derniers développements de la politique de certification. Les données collectées permettent de comparer la qualité des services offerts aux résidents des RPA avant et après l'entrée en vigueur de la certification.
Divay, Gérard et Slimani, Youssef, ENAP	**Les défis de l'articulation entre action publique et action collective locales** Les discours d'administration publique mêlent souvent action publique et action collective, sous-entendant que la première est co-extensive de la seconde. Cette communication, à visée plus théorique, tentera dans un premier temps de délimiter respectivement l'action publique et l'action collective, en fonction de la source de création de la valeur publique (État, société civile ou réseaux intersectoriels) et des logiques propres à ces différentes sources. Dans un deuxième temps, elle présentera les risques que peut

	entrainer l'indifférenciation des deux notions, dans le contexte sociotechnnique actuel où l'initiative citoyenne est facilitée, notamment la sous-estimation des phénomènes de coproduction des services et des situations ainsi que la perte de crédibilité de la rhétorique politico-administrative volontariste. Dans un troisième temps seront exposés les principaux défis que pose une articulation explicite de l'action publique et de l'action collective, notamment la conception des dispositifs d'Interface entre organismes publics et société civile, la réorientation des stratégies de communication des organismes publics, l'insertion des «projets» publics dans les processus socioéconomiques, l'évaluation de programmes et la reddition de comptes par résultats collectifs. Cette réflexion théorique prend appui sur divers courants de littérature et s'alimente des études québécoises sur les mobilisations thématiques des acteurs locaux et sur les approches territoriales intégrées.
Doberstein, Carey University of British Columbia **Smith, Alison,** PhD candidate, Université de Montréal	**Ambiguous Agreement? Attitudes to Homelessness Policy Interventions in Canada**: Bonoli (2013) provides a promising theory of the mechanisms of social policy expansion that challenges the two most influential theories of the distinctiveness of welfare regimes across the world (Esping-Anderson, 1990; Pierson, 1999). Bonoli (2013) suggests that a key mechanism in the process of social policy expansion is an "ambiguous agreement" (103), which occurs when a broad coalition of actors support the same policy change but for significantly different reasons. This paper tests this claim in the context of Canadian homelessness policy development. We present the results of a randomized controlled survey experiment using hypothetical vignettes of homelessness experiences— specifically varying information on an individual's victimization and costs of homelessness to taxpayers—to test whether Canadian citizens (N=700) with different political orientations support expanding homelessness investments, but for different reasons.
Evans, Bryan Ryerson University. **Robert, Shepherd** Carleton University.	**The Clerk, Deputy Ministers and Communications in the Federal Government** This paper interrogates the question of how, or even whether, new information and communication technologies, affect the policy-making process within the Canadian government. We situate communications technologies as tools serving to move, bridge and buffer the policy work undertaken by and between partisan-political and public service elites. In this respect, while much has been written about the centralization of decision-making within the political-arm of government and the PMO specifically, it is not well understood how this is operationalized through the application of various communications functions and capacities. We want to understand whether such tools and technologies are re-drawing the power relations among elites working in and around the policy-making process. Drawing on the concepts underlying New Political Governance, the analysis presented here will seek to deepen our understanding of the role and activities of the communications function, and attendant technologies, and inform the political-administrative interface in the Canadian context. Our project poses three fundamental questions which examine how this process has become operationalized. 1) How is policy and the policy process shaped by communications technologies, and shifting influence of actors using those technologies? 2) What has been the contribution of communications technologies in the process of centralization of decision-making in the political arm of government? Have there been any observed effects as a result of greater centralization? 3) Can any changes be attributed to the New Public Governance (NPG)?
Fauré, Anne doctorante ÉNAP	**Titre : Instrumentation et expression de biens communs territorialisés : le cas du territoire madelinot** Notre communication vise à présenter les résultats de notre thèse de doctorat qui propose d'examiner le rôle et la place de la

	conflictualité dans les instruments de Gestion intégrée des zones côtières (GIZC). Ces instruments processuels visent, par la participation du public, la concertation et la prise en compte de l'échelon local, de mettre en oeuvre une politique de développement durable sur les littoraux et les mers. Nous avons choisi l'approche de l'instrumentation de l'action publique afin de décortiquer les rapports gouvernants-gouvernés qui sont à l'oeuvre à travers ces dispositifs. C'est grâce à l'étude de cas du territoire madelinot disposant à la fois d'un historique de mise en oeuvre d'instrument de GIZC et de l'arrivée de deux projets de développement liés à l'industrie des hydrocarbures que nous avons pu mettre en évidence des tensions et transformations de l'action publique. En effet, nous avons observé la difficulté des instruments à prendre en charge la conflictualité des acteurs sociaux relative aux projets gaziers et miniers, ce qui qui a donné lieu à la mise en place de « tournois » (Lascoumes et Le Bourhis, 1998) visant la mise en discussions des grands enjeux et la présentation d'arguments nouveaux. Ces derniers ont permis, par la reconfiguration de réseaux d'acteurs, l'expression de biens communs territorialisés jusque-là laissés de côté. C'est ainsi que plusieurs mouvements populaires et coalitions d'acteurs ont tenté de redessiner les contours d'une gouvernance imposée en défendant les principes d'une démocratie plus agonistique (Blondiaux, 2008).
Fortier, Isabelle, ENAP **Emery, Yves,** Université de Lausanne	**L'ethos public: un regard croisé Canada/Suisse** Les réformes administratives, marquées le néo-libéralisme ambiant et regroupées sous l'appellation générique de NMP ont pour point commun une orientation vers les valeurs, logiques d'action du secteur privé, questionnant les frontières et la spécificité de ces domaines. Dans une quête d'efficience voire d'économie, elles soulèvent de sérieuses critiques sous l'angle de la gouvernance démocratique, une des « grandes questions » en administration publique (Kirlin, 1996). L'essentiel de la littérature questionnant la spécificité du secteur public aborde celle-ci sous l'angle des valeurs institutionnelles d'une part et sous celui des prédispositions et motivations individuelles des agents publics d'autre part, les mécanismes informels, tels que l'ethos public et la régulation de l'action collective, sont encore peu étudiés. Visant à comprendre la spécificité du secteur public par le biais de la compréhension de ceux qui y oeuvrent, notre étude aborde le sujet avec une approche phénoménologique, interprétative et critique, par le biais d'entretiens biographiques. L'originalité de la présente recherche tient à ce qu'elle prend en compte la dialectique entre l'individu et le social, le sens accordé par les acteurs et permet d'apporter une contribution qui se distingue des approches dominantes. Cette étude propose une mise en contraste de différents contextes institutionnels par une étude comparative (Fédéral Canada/provincial Québec et Suisse fédéral/romande). De quelle façon un regard croisé sur la comparaison des contextes différenciés nous permet-elle de mettre en lumière les dynamiques relationnelles des gestionnaires publics et en quoi peut-on dire de celles-ci qu'elles fondent une spécificité de l'ethos public ? Comment sont perçus par les acteurs les différents outils managériaux qui leur sont proposés ou imposés ? Quels sont les processus d'élaboration de l'intérêt général, de quelle manière celui-ci continue de guider l'action et comment les approches managériales les transforment.
Greene, Ian York University	**Citizen Participation in Policy-Making Through Litigation: Sometimes Democratic and Mobilizing** Litigation represents an opportunity for citizen participation in reshaping public policy. Individuals or public interest groups may litigate to have a particular piece of federal or provincial legislation, or a civic by-law, struck down as a violation of the Charter of Rights and Freedoms, or as a violation of other legal rules. Citizens or public interest groups may participate as litigants, as they did in *Canadian Doctors for Refugee Care et al. v. Canada* , or as Rocco Galati did in challenging the appointment by Stephen Harper of Marc Nadon to the Supreme Court; as intervenors as they did in the *Carter* case on assisted dying; or as expert witnesses, as they have done in many cases involving aboriginal rights This paper examines the advantages and disadvantages of the litigation approach for citizen involvement in changing public policy. Opportunities for citizen participation arise because the litigation process makes it possible for well-researched social science

	evidence and constitutional arguments to be carefully considered and adjudicated in a fashion that is as impartial as possible -- in contrast to the political process. Barriers include costs and the elapsed time between trial and appeal. In certain circumstances, however, this form of public participation in policy-making, can be both democratic and mobilizing.
Gunter, Christopher University of Ottawa	**Title: An archaeology of *l'écomusée*: Exploring the social action museum** **Summary:** Despite slight shifts in direction and population target, and early criticisms from international conferences (e.g., ICOM 1971 Grenoble, UNESCO 1972 Chile, International Workshop 1984 Québec, etc.) that called for changes and a reorientation of museum goals to better work with and enhance communities and their representation in the national cultural narrative, the institutional practices of modern museology in Canada have remained relatively unchanged since its inception. Instead, it is the small local and community owned and managed museum—most notably, *l'écomusée*—that has seemingly risen up to the sectoral challenge with claims of 'public actions' to incite 'community enhancement' and 'cultural representation'. In other words, they purport to engage in and influence public policy. However, this leads to three interesting questions: what kind of practices do they engage in? Who largely benefits from these actions? Most importantly, *how* do they influence public policy? Through four Canadian *écomusée* case studies, this research explores these questions by drawing on the early archaeological work of Foucault to excavate the discursive practices, the conditions of formation, and highlight the discursive effects of each case in the context of public policy. Preliminary results indicate that the unique approach, dedication to local values and norms, and mission of community development have all cultivated a variety of institutional practices including public engagement initiatives, efforts to mobilise local actors and resources, and collective involvement in public consultations. In the context of public policy, this could imply a few things for *l'écomusée*: a space for civic engagement; a way to empower a community through knowledge creation and the reappropriation of their own culture and heritage; and, a new/different way for underrepresented groups to influence policy.
Juillet, Luc University of Ottawa	**Beyond Assurance: What value does internal auditing bring to the public sector?** Over the last decade, several jurisdictions in Canada have invested in the development of a more robust internal auditing function. This trend may be most evident in the federal public service, where the number of auditors has increased considerably, new policies have been adopted and new institutions, such as the semi-independent Departmental Audit Committees (DACs), have been created to support stronger audit controls. A similar trend is observed in the larger provinces across the country. Much of these developments have taken place in the wake of scandals and growing concerns over fraud, poor stewardship of public resources and insufficient accountability. However, as public administrations increasingly come under pressure to innovate in management and service delivery, extensive internal auditing is also frequently criticized for unduly discouraging calculated risk-taking and stifling public sector innovation. Based on over 50 semi-structured interviews with public sector auditors, chief audit executives and senior executives from the federal public service and four provinces, the paper will examine how the internal audit profession itself perceives the tension between its traditional focus on independent assurance and the perceived need for a contemporary approach to auditing that shows greater tolerance for risk-taking and promotes (or at least does not hinder) innovation in the public sector. The study will reveal and characterize significant (intra- and inter-jurisdictional) differences in how the role of internal auditing in risk management and innovation is perceived amongst this professional community of the Canadian public sector.
Kelly, Scarlett Dalhousie University	**Digital Information Revolution Changes Canada** **In E-Government Design, the Battle against Illicit Drugs, and Health Care Reform**

	Digital information revolution has been shaping the western civilization as printing has done. The rapid information flow that digitization brings offers the government organizations an opportunity to improve efficiency, coordination, and citizen-centred services. Three areas require immediate attention: e-government design that wins citizens' trust, the battle against illicit drugs that needs new strategies, and health care reform that aims to benefit the next generation. Digitization provides powerful tools and solutions. Digital information revolution has brought the possibility of establishing assurance and identity of e-government in order to build trust. The internet provides a platform for citizens to engage in the decision-making process. Such information transparency is key to win citizens' trust of the government via e-government. A national prescription monitoring program (PMP) provides a tool to detect drug-seeking behaviours and drug-dependent tendencies, which prevents potential controlled substance abuse among regions in the long run. Data collected can be used for data linkage purposes across organizations in order to provide targeted education and ensure relevant law enforcement. A national electronic health record (EHR) is crucial for health care reform, as its implementation requires changes including the federal government's role. The successful implementation of a national EHR will be the pre-requisition for efficiency, competition, and cost reduction. Challenges come with opportunities, such as the concerns of privacy and security. Various scholarly articles, quantitative methods, and case studies are applied to identify the challenges, suggest policies to overcome them, and make recommendations for Canada to successfully transform in the digital information era.
Lemay, Lilly ÉNAP	**Démocratie et maturation organisationnelle** Si «l'idéal démocratique» réside dans une réflexion sur l'égalité, et que « cette idée signifie une société dans laquelle les personnes y sont égales en dignité et peuvent coopérer»[1], alors la complémentarité du travail des uns et des autres peut devenir un leitmotiv. Compétences, interdisciplinarité, connaissances, et innovation sont des mots clés à l'heure actuelle et cela à l'intérieur de designs organisationnels où structures, technologie et management des connaissances devraient fournir une capacité adéquate et performante de l'action publique. Dans cette communication, nous présenterons une revue de la littérature sur les modèles de maturation organisationnelle en les plaçant dans une perspective non pas atomique de l'«organisation», mais réticulaire, où complémentarité du travail et coopération sont les moteurs nécessaires à la performance publique. Pour y arriver, la littérature montre qu'il y a des stades de maturation organisationnelle à considérer et que le management des connaissances est au cœur du processus (Martin et al., 2005; Gobbi de Boer et al., 2014; Brooks et al., 2015). Après avoir présenté un bref état des lieux de la littérature sur la maturation organisationnelle, nous proposons un nouveau modèle de maturation, celui-là orienté sur le management sectoriel des services publics. Le cas d'une municipalité servira d'illustration.
Longo, Justin University of Regina	**Canadian Public Policy CS/Memex** There is a rich history of public management and public policy research and practice in Canada, reaching back more than 60 years. For the company of practitioners and scholars that have led this country's government organizations and academic fields, their contributions live on through official records and published writings. Yet, much of the valuable ephemera and background colour underlying the process of creating these records lies dormant, locked in the personal libraries, papers, and file boxes of these pioneers. Records like published works currently unavailable, publications by other authors containing the owner's marginal notes, draft versions of later publications, personal correspondence of historical importance, and notebooks that contain the genesis of later insights. Extracting value from these archives involves a process of collection, digitization, machine recognition, and human interpretation. This presentation describes a proposed project to archive, digitize, and crowdannotate the currentlyinaccessible archives of the leading Canadian public management and public policy practitioners and scholars that have been at the centre of this history, illustrated with a proofofconcept prototype. Full deployment will require

	engaging a number of regional partners, accumulating records into local repositories, digitizing them and creating a central collective repository, and deploying a citizen science (CS) user interface to allow current scholars and students of Canadian public management and public policy, and interested citizen scientists, to add value to the digital versions of original documents through their own reading and annotation processes, leading to a common cultural resource and supplement for future scholarship and practice.
Mehiriz, Kaddour INRS	**Efficience, équité ou considérations électorales? Les déterminants de la distribution des transferts intergouvernementaux entre les municipalités québécoises**. Les pouvoirs publics sont souvent confrontés à des choix difficilement conciliables. Sur le plan normatif, plusieurs études ont souligné les difficultés de poursuivre simultanément deux objectifs fortement louables de toute action publique, soit l'efficience et l'équité. Il faut en plus ajouter que le gouvernement ne recherche pas systématiquement l'intérêt général dans la mesure où ses décisions peuvent dévier des grands principes de la gestion publique, et ce, dans le but de mieux servir ses intérêts électoraux. Cette présentation a pour objectif de présenter les résultats d'une étude sur l'influence des considérations d'efficiente et d'équité ainsi que des tactiques électorales sur les décisions du gouvernement du Québec dans un secteur stratégique des politiques publiques, soit l'aide financière aux municipalités. L'étude utilise notamment une large base de données sur la distribution des fonds entre les municipalités, les élections provinciales et les caractéristiques socioéconomiques des municipalités pour tester une série d'hypothèses tirées des théories normatives et positives du fédéralisme fiscal. Les résultats de l'étude indiquent que les tactiques électorales exercent une influence notable sur l'allocation des fonds entre les municipalités québécoises. Plus particulièrement, le financement semble privilégier les municipalités se trouvant dans des circonscriptions électorales détenues par le parti au pouvoir ou à forte concurrence électorale. L'analyse montre toutefois que l'influence des considérations électorales demeure relativement faible comparativement aux considérations d'efficience et d'équité. L'étude contribue ainsi à une meilleure compréhension des facteurs qui expliquent l'utilisation des fonds publics en général et des transferts intergouvernementaux en particulier par le gouvernement du Québec.
Migone, Andrea, IPAC **Brock, Kathy** Queens University	**The Role of Academic Research in Policymaking** Throughout the twentieth century, nonpartisan academic research and advice played a role in government policymaking in western liberal democracies. The practice of soliciting this advice originated in the US at the beginning of the century, was recognised and encouraged by the formation of the FDR brain trusts, and reached a peak in the 1960s (Kincaid). Canada followed suit with the rise of the "public sector mandarins" entailing an ongoing dialogue with academics in policy formulation. However, by the 1970s, the "independent," "nonpartisan" nature of the advice was being questioned in both countries. Canadian skepticism was fuelled by the election of Conservative governments who increasingly questioned not only the neutrality of public servants but also their academic advisors. The use of academics as public spokespersons in high profile issues like the constitutional accords and the association of academics with causes and particular interest groups, heightened this suspicion. As Donald Savoie and others have observed, the consequence is that the relationship between academics and public servants, like the one between public servants and political masters, is now uneasy. This trend is at odds with the need for evidence-based policymaking in an increasingly complex policy world. This paper is an exploratory investigation of the relationship between public servants and academics based on the data yielded by two independent surveys. The first survey recorded the attitudes of senior executives in the Canadian governments towards academic policy advisors and the use of academic research in policymaking. The second survey of public administration and political

	science academics solicited their views on the extent to which their research was being used by government officials and whether or how often they were engaged in the policymaking process. The research question underlying the surveys is: How and to what extent are academics being engaged in the policy process in Canada? A secondary question is when and where do academics tend to engage?
Nelson, Eric, Doctoral candidate University of Ottawa	Ideas, Resiliency and the Parapublic Service: A Methodology for the Criticism of Government Publications Institutional developments of the past decades have led us to examine the changing nature of policymaking in Canada. The development from the 1980s onward of a parapublic service composed of consultants, special advisors, political staff, lobbyists and interest groups has altered not so much the formal decision making process but rather the ideas according to which government activity is judged to be legitimate. The paper proposes an approach to examining how this process takes place. Building on a theoretical framework which contrasts the use of policy ideas of central agencies to those of line departments, it aims to expose a new way the impact of the parapublic service might be understood. Ideas understood as a source of policy language can help illustrate the impact of the parapublic service on policymaking. Detachment some in the parapublic service have from the classical ethos of public service can lead them to value the managerial policy prescriptions prized by central agencies. As the increasingly lonely purveyor of a service-minded ethos, line departments of the Public Service find themselves under siege by the policy ideas of the parapublic service. The paper aims to offer a methodology as to how we might measure such a process. It further argues that this methodology might be useful in promoting in public servants a resiliency to potentially deleterious influences of the parapublic service.
Nelson,Robin Ph.D.candidate University of Ottawa	**The Significance of Employment Policies to Cultural Policies** In 2002, New Brunswick released a comprehensive cultural policy, leading to the creation of funding programs that affected community museums. However, without the provincial Student Employment and Experience Development Program (SEED), several community museums in the province could not even open their doors to the public. This paper examines the historical development and the effect of the SEED program on museum operations in New Brunswick in relation to new programs that explicitly aim to support museum activities. SEED has become essential, but as museum volunteers age and problems with the administration of SEED continue, a reliance on student employment may be a threat to the survival and operation of museums. I call for research on funding mechanisms that influence employment in museums, which influences most aspects of their operation.
Normandin, Julie-Maude, doctorante ENAP	**Révolution ou mot à la mode : représentation et instrumentation de la résilience en gestion de crise** Alors que les conséquences financières des crises ne cessent d'augmenter, la gestion de crise occupe une place grandissante dans le discours des autorités publiques. Plusieurs gouvernements ont récemment adopté une approche basée sur la résilience qui vise à réduire la vulnérabilité des systèmes, à s'adapter aux changements et à se préparer à mieux faire face aux crises (désastres naturels, accidents technologiques, actes malveillants, etc.). Selon certains, la résilience entraine des changements importants, car elle propose une approche systémique et à long terme pour aborder les facteurs de vulnérabilité. Un courant plus critique considère toutefois que ce concept favorise une vision incrémentale au détriment de remises en question plus profondes. Pour d'autres, la résilience n'est qu'un changement cosmétique. Mais quand est-il sur le terrain ? Quelle est la représentation de la résilience et quels sont les instruments utilisés par les acteurs participant à la formation de l'action publique en gestion de crise ?

	Pour répondre à ces questions, nous avons réalisé une étude de cas sur l'action publique en résilience au sein de l'infrastructure essentielle électrique au Québec. Le cadre d'analyse intègre l'étude des fondements cognitifs de l'action publique que sont les représentations des acteurs, l'analyse des intérêts des acteurs, ainsi que les instruments de politique développés en tant que dispositif organisant les rapports sociaux entre les acteurs. La collecte de données repose sur une recherche documentaire (commission parlementaire, site web, rapports) et des entrevues semi-dirigées auprès d'acteurs engagés dans le secteur de la sécurité civile dans le secteur énergétique ou plus largement. Jusqu'à présent, peu d'études empiriques ont porté sur la mise en œuvre de la résilience, encore moins au Canada. Cette recherche vient en partie combler ce vide de connaissances.
Notten, **Geranda** University of Ottawa **Laforest**, **Rachel** Queen's University	**Poverty Reduction Strategies in Canada: A new way to tackle a complex problem?** Since the past decade and a half, many Canadian jurisdictions are engaged or have announced to engage in a Poverty Reduction Strategy (PRS) process. These PRS processes are a perfect example of new governance dynamics at play where collaboration between the public sector and the community sector are leveraged to develop policy solutions to complex problems such as poverty. As a rationale, provincial governments have argued that a long term process is needed to ensure continued prioritization, improved information for decision making, and improved coordination between different units of government (horizontally and vertically) and other partners such as those involved in policy delivery. In this paper I ask whether the PRS processes, as implemented by provincial jurisdictions, have the potential to deliver on the promised governance benefits. This research is the first to connect theory to a relatively new but established practice in Canadian governments. The paper reviews the collaborative governance and performance management literatures for theories and empirical evidence to describe how this trend manifest itself in different settings. Then the paper describes and compares the Poverty Reduction Strategy process implemented by Manitoba, Newfoundland and Labrador, Ontario, and Quebec in order to draw out what have been the consequences of this governance approach. The research shows that these early PRS implementers kept poverty reduction on the agenda despite elections, changes in incumbent party and/or incumbent party leadership. Nonetheless, some jurisdictions appear more successful than others.
O'Neill, Michael, **Ian Macdonald & John Wilkins** York University	**Teaching Management and Public Policy** *Strategies for elevating scholar-practitioner collaboration* Are schools of public policy, administration, and management sufficiently infused with knowledge and experience from an enlightened cadre of scholar-practitioners? The literature indicates the potential for developing existing or new programs collaboratively. Interviews and focus groups on practitioner scholarship illustrate systemic impediments in accessing teaching, research, publication, consulting, and networking opportunities. The perspectives of those with a leg in each community help inform strategies to capitalize on the budding academic-practitioner relationship. Among others, team teaching, new administrative models, and recognition are strategies worth exploring. Closing the academic-practitioner divide and connecting generations for continuity are the expected outcomes. Scholar-practitioners, also known as 'pracademics', are employed by or recently retired from public service and are engaged by post-secondary academic institutions as full or part-time instructors, fellows, executives, and faculty. Prior research highlights the strategic implications for academia and government: • The growing pool of accomplished scholar-practitioners is a cost-effective option for Canadian schools of public management; • The challenge is to differentiate strategies that are marketable to public servants, government employers, and universities; and • Governments remain to be convinced of a compelling case for promoting opportunities for mid-career take-up and succession planning. The paper builds upon research on the 'Legacy of the Scholar-Practitioner' presented in panel during the 2015 CAPPA Conference.

	Surveying the target group confirmed that remaining current in the field and mentoring public servants motivate practitioners to engage in scholarly activities. Interviews found that certain cultural, structural, and administrative conditions deter practitioners.
Paquette, Jonathan Université d'Ottawa **Boyle, Stephen** University of South Australia **Reaiche,Carmen,** University of Adelaide	**La construction d'un service public : Les rapports inter-gouvernementaux et le développement du champ muséal au Canada et en Australie** Les travaux de la mouvance théorique néo-institutionnelle exercent une influence importante sur la manière dont on aborde les institutions culturelles (Zolberg, 1986; 1990; DiMaggio 1996; Santoro 2010; Gray 2015) en administration publique. À ce chapitre, on réfère abondamment aux travaux de DiMaggio (1982a; 1982b; 1991) sur le développement des musées d'art aux États-Unis, au point où ces travaux se sont constitués comme une des principales grilles de lecture pour comprendre l'essor et la transformation des organisations muséales dans divers contextes nationaux. Pourtant, au plan théorique, cette approche est profondément marquée par les singularités du système culturel américain (philanthropie, fondations, financement privé, entrepreneur institutionnel), reléguant les acteurs étatiques à des positions marginales. Si la perspective néo-institutionnaliste nous permet de comprendre comment certains acteurs ont façonné et popularisé certains types de musées (Beaux-arts, Arts décoratifs, musées évolutionnaires, etc.), en revanche elle est moins apte à nous permettre de saisir comment le musée s'est constitué en service public. Comment, au siècle dernier, des États en sont-ils venus à penser le musée en service public en « nationalisant » des collections essentiellement privés? Comment, plus récemment, l'État est-il devenu un des principaux développeurs de musées? Cette communication cherche à réintégrer des dynamiques étatiques à la compréhension du développement du champ muséal, et notamment, les enjeux relatifs au fédéralisme. En se basant sur les cas du Canada et de l'Australie, cette communication met en évidence l'importance des rapports inter-gouvernementaux comme facteur permettant de comprendre le développement et l'évolution du champ muséal en tant que service public.
Pelletier, Sébastien, doctorant, École Normale Supérieure de Lyon, France	**Multiculturalisme et politiques du patrimoine : reconnaissances symboliques des artistes migrants au canada** Cette présentation met en relief les enjeux relatifs au multiculturalisme, notamment à son interprétation dans les programmes et politiques culturelles et patrimoniales au Canada. Le multiculturalisme agit en quelque sorte, comme cadre normatif guidant l'action publique culturelle (Lascoumes et le Galès 2004; Muller 2000) au sein de plusieurs institutions publiques fédérales. Or, ce programme de recherche tente d'établir les forces et les limites des cadres normatifs multiculturels sur les actions visant à soutenir la participation culturelle des migrants au Canada. Cette présentation offre un point de vue critique sur le caractère inclusif des politiques multiculturelles. Afin de contribuer au débat, cette présentation s'intéresse au cas des artistes migrants chinois et hongkongais du Canada. Les migrants chinois et hongkongais constituent une des plus importantes minorités culturelles du Canada (Statistiques Canada 2012), or notre connaissance de leur participation à la vie culturelle du pays est limitée et ce malgré les efforts important des programmes de Patrimoine Canada. Afin de mettre en évidence les forces et limites des normativités multiculturelles, cette présentation décortique l'espace symbolique (Boltanski et Thévenot 1991) des prix offerts dans les arts par le gouvernement fédéral du Canada. Les artistes, thèmes et œuvres récompensées sont révélateurs de la portée et des effets de ces politiques.
Poirier, Robert, doctorant, École nationale d'administration publique	**La reddition de comptes comme leviers d'apprentissage et de communication de la décision : contexte de l'administration publique** Le nouveau courant managérial dans le secteur public a élevé au statut de Saint-Graal le principe de la responsabilisation des

	gestionnaires en fonction des résultats, avec pour conséquence la nécessité d'une pratique régulée et normée d'en rendre compte. Nous remettons en question les limites de cet héritage conceptuel de la reddition de comptes en lui retraçant des racines cognitives et informationnelles dans le contexte de la relation d'agence. Ainsi, un premier décideur, l'agent, développe au moment de sa décision, un savoir expérientiel unique mais utile au second décideur, le principal, de qui il dépend. Mais la compréhension de ce dernier est étroitement liée à la façon dont l'agent va communiquer avec lui. Nous proposons donc de conceptualiser la reddition de comptes comme un processus informationnel faisant intervenir deux leviers : celui d'apprentissage de l'agent qui initie la reddition de comptes après sa décision et celui communicationnel permettant la réception intelligible de l'information par le principal comme ultime responsable de la relation d'agence. Reconceptualiser ainsi la reddition de comptes ouvre la voie à une nouvelle compréhension du phénomène de la divulgation de l'information. Plus particulièrement dans la société démocratique, il met en relation d'agence les experts que sont les administrateurs publics et les citoyens, ceux-ci se qualifiant par une littératie plus générale que spécialisée. Une démarche méthodologique est proposée pour constater ce phénomène et mettre sous vérification empirique différents formats de reddition de comptes mieux adaptés à la littératie citoyenne.
Rahman, Hafiz Thompson Rivers University **Seldon, Zéna** Thompson Rivers University.	**Describing the Elephant: Slouching toward a Methodology for a Meta Study** While a great deal has been written about the roles of and relationships between local elected and administrative officials, we have not been able to consolidate empirical results in a manner that allows systematic comparison of studies from various places and times presenting a challenge to further research. In practice, several difficulties limit the capacity to produce such a consolidation. First, cross-cultural or even cross-regional applications can be tricky. Second, it has not been the custom to either use common questions or to disclose the instrument, making it difficult to compare even those studies utilizing a common approach. Finally, this problem has worsened over time with the common research focus changing from a dichotomized perspective (where clear chains of command really mattered), to the new public management view (where cost reductions and efficiency mattered), then to the modern new public service perspective (where the inclusion of citizens in the decision making process is mandatory). Our methodological process generates a holistic picture that unifies data collected from these differing surveys and their diverse descriptions of how local administrative and elected official either believe they should or do behave. We modify and operationalize an extant graphical process that integrates • Similarities within these studies while illuminating the differences; • Roles from the perspective of any group for any sample that has group by group data; • Variables to see which of them change over time in terms of importance; and • Countries or regions to the extent that the data has similar sorts of questions.
Rasmussen, Ken University of Regina	**Does Canada Have a Constitutional Public Service?** A subject of considerable confusion is the constitutional status of the public service of Canada and by extension the proper role of public servants themselves within our constitutional order. Despite the excellent work of Donald Savoie and others concerning the personality of the public service, we still tend to confuse two distinct aspects of the role of the public service. One are the legal obligations and responsibilities that public servants have acquired under the PSEA or the FAA and a host of other legal safeguards and supreme court rulings. The other aspect is its constitutional duty as both counsel and active partner in government. It is this constitutional role that gets little play, and indeed is one that

	politicians and our most enthusiastic reformers would like to downplay, delegitimizes or even deny exists because it runs in a direction that is contrary to the view that sees public servants as champions, innovators and entrepreneurs in the delivery of government policy. But we have two sets of guidelines that govern the behavioral side of the public service, the legal and the constitutional. The movement overtime has been to create a public service with more legal obligations responsibilities and protections, but this has come at the expense of an increasingly reduced constitutional role from a body that would help bring some measure of stability, continuity and consistency to the experimental enthusiasm of partisan politicians. This paper asks the question of whether Canada still has a constitutional public service. The answer is barely, if by constitutional public service we mean a broad acceptance of the public service is an institutional expression of the fusion between policy making and administration as opposed to the classic separation of the two more closely associated with American constitutional and administrative doctrine. Over the past 30 years the role the public service has been assigned is one that is almost entirely administrative in function and indeed the most resent reform effort Blueprint 2020 makes this very clear never once mentioning the constitutional role of the public service. While public servants were at one point to have an "ethic of dispassion" the public service now is expected to be "non--partisan and neutral" in an increasingly legal sense. A constitutional public service should regard the panaceas offered by politicians at election time with caution. But this would mean they would embrace the programs of government's with less fervor than partisan enthusiasts would like. But that is part of the job that is given to them by our constitutional order. They are to be servants of the state, and that is their constitutional role. But it is just this that is being challenged by most recent reforms that want them to become entrepreneurial, nimble and focused on delivering results rather than the "gyroscope of the state."
Roberge,Ian York University	**The Government of the Future – Taking Stock of the Big Picture** What will the government of the future look like? What will be its role? How will it be organized? Governments generally have a hard time thinking about and imagining the future. They are hamstrung by day-to-day challenges, and the politics of the present. Foresight studies provide a 'scientific' way by which to study possible futures. Using basic foresight methods, this exploratory paper will provide preliminary observations about the government of the future as it may emerge in the next two to three decades. There will be three main axes to the analysis. The first part will concentrate on the possible restructuring of the public service in light of the robotization and automation that is likely forthcoming across spheres of human activity. Second, the analysis will highlight key new policy challenges that governments will have to confront, especially as it relates to the economy and labour markets. Third, the analysis will consider new ethical challenges with which governments will be confronted. There is no attempt in this paper to predict the government of the future, or to assume that there is a pre-determined technological path that will be followed, though the pace of change will need to be carefully considered. Governments will both be the beneficiary of and subject to these transformations. By asking pointed questions, the objective of this paper is to open up the conversation on the ways by which it will be possible to preserve and enhance the functioning of our democratic institutions going forward.
Rounce, Andrea D. University of Manitoba	**Public Servants' Political Activities in the 42nd Parliamentary Election** In a Westminster Parliamentary system, public servants are required to be neutral and impartial, fearlessly providing non-partisan advice to elected officials making public policy decisions while loyally implementing the decisions made. However, this requirement does not mean that they cannot have their own ideas, values, and opinions on issues of the day. Yet until a 1991 Supreme Court of Canada decision stated that most public servants do not waive their freedom of expression as part of their job, the ability of public

	servants to be active in any political activities was severely restricted (Osborne v Canada [1991]2 R.C.S). The Fall 2015 Canadian election saw significant attention paid to the political activities of public servants, with such high-profile examples as the popular protest song "Harperman" being performed by a prominent public servant and the highest number of federal public servants seeking elected office ever. To better understand how public servants' political rights and obligations played out during the 2015 election, this research project uses media analysis and interviews with public service unions and individual public servants to explore the following questions: what political activities were federal public servants involved in during the course of the election? What factors drive public servants to become actively involved in election campaigns? How do public servants themselves see their political activities, vis-à-vis their public service obligations? Ultimately, how do these political activities impact the relationship between public servants and elected officials?
Salgo, Karl Institute on Governance (IOG).	'**The Evolution of Governance: Oversight, Accountability and Risk'** Two trends in contemporary government – distributed governance and the disintermediation of public institutions in the digital age – have significant implications for how oversight, accountability and risk should be managed in the public sector. 'Distributed governance' refers to the tendency of governments over the past decades to place an increasing number of responsibilities beyond direct, dayto- day ministerial control in organizations with varying degrees of autonomy (ranging from traditional agencies that retain significant government ties, to an expanding number of contractual relationships with civil society and private sector partners). As governments have wrestled with the challenges of distributed governance, the governance landscape has also been deeply affected by the advent of digital culture, where ubiquitous information and instantaneous capacity to coalesce have challenged the position of many traditional intermediaries, governments included. This context of distributed and disintermediated governance raises a number of thorny questions about how governance risk has changed and whether our oversight and accountability regimes have adapted to these changes. This paper: (1) proposes a model for understanding the evolution of the governance landscape in Westminster systems like Canada's, (2) offers a series of reflections on traditional process-focused responses to pressures for enhanced accountability, (3) contrasting these with alternative, outcome-focused approaches to accountability. Finally, (4) we note the new federal government's interest in the "science of delivery" as a means of ensuring a greater focus on outcomes, and reflect on the capacity of this method to contribute to the development of a whole-of-government outcomebased approach to oversight, accountability and risk. **Relevance to Conference Theme** The paper deals centrally with a number of questions relating to the conference The roles of the state and of non-governmental actors in collective action, especially as regards: o Transformations in the form and capacities of public administrations, and o Power relations and competencies across private and public sectors; The transformation of systems and institutions, in particular, as regards: o The modalities and impacts of participation in public administration, and o Issues pertaining to the coordination, horizontality and cohesion of state action; Different approaches to the above issues in research and education, especially as regards: o Links between the history and future of public management.
Savard, Jean-François ENAP **Tellier, Geneviève** Université d'Ottawa	**L'évaluation des politiques publiques dans un contexte d'optimisation : les défis d'une vision au carrefour de la gestion publique et des politiques publiques** L'optimisation est fréquemment perçue comme étant un exercice stratégique orienté vers l'atteinte de l'efficience, l'efficacité et l'économie des ressources, afin d'augmenter le rendement des programmes des secteurs publics. Cependant, nous affirmons que cette vision de l'optimisation est limitée, car elle ne repose que sur une vision managériale. À notre avis, d'autres dimensions doivent être prises en compte pour que les mesures d'optimisation donnent des résultats probants. Premièrement, il importe d'établir une cohérence entre les politiques publiques, afin d'établir un arrimage qui permet d'éviter les chevauchements et la redondance des programmes, au profit d'une synergie qui renforce les effets de ces politiques (May, 2006). Deuxièmement, le développement de

l'optimisation suppose une hiérarchisation entre politiques publiques et gestion publique (Knoepfel et coll., 2015) où cette dernière prédomine. Nous pensons que cette vision ignore l'influence mutuelle entre les politiques publiques et de la gestion publique. Cette influence est réelle, mais ignorée par les décideurs publics dont la pensée est trop enracinée dans un paradigme managérial qui met l'accent sur le rendement plutôt que sur la réponse à des besoins sociétaux.

Cette communication propose de repenser le lien entre les politiques publiques et la gestion publique, dans le processus de l'évaluation. Nous proposons une réflexion théorique, afin d'élaborer un modèle d'optimisation des ressources dans lequel les concepts de cohérence et de transfert seront définis et situés dans l'action publique. Notre réflexion s'inscrit dans l'approche des « smart policies » développée par Eugene Bardach (2004).

Shepherd, Robert
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Understanding Influence in Federal Decision-Making: Effects of NPG?

This paper presents an update of work carried out since 2014 in the area of "politicization" of the public service. With additional work, we have come to realize that politicization is but a catch-all term based on the early work of Peters & Pierre (2004). In our view, politicization can extend beyond active decisions in placing the "right" people in positions that advantage the government of the day, but to larger issues of influence both in terms of agents and structures (policies, processes, rules).
The idea of politicization, extending from influence, and the nature of that influence is contentious. As such, we have taken care in building a model or taxonomy of types of influence that extends beyond agency to structures. The nature of influence affects the relationship between the political branch and the public service because merit and evidence based decisions could potentially be compromised when responsiveness is the priority. None of this is new as control and the nature of the relationship tends to be different depending on the government in power at the time. What is new is the overt nature of influence, and the expectation that public services are expected to respond enthusiastically to ministerial preferences.
This paper builds on work carried out to date to define what we mean by politicization and influence in the context of the new political governance. We also attempt to refine a taxonomy that is being tested through empirical case studies. We therefore hope to present our new thinking on this taxonomy as it reflects a potential shift away from a merit based public service to one that is shifting to a responsive model (Kaufman, 1956).

Simeon, James C.
York University

"Utilizing the Case Study Method to Illustrate the Efficacy of Democratic Administration in Addressing the "Big Issues" in Public Policy, Management and Administration"

Democratic administration has been defined as public policy-making, management and administration that is premised on the direct participation and engagement of all those whose who are impacted most by the policies and programs that it is intended to serve, as well as the public at large. Lorne Sossin has defined democratic administration as referring "to structures which facilitate and accommodate citizen participation in the administrative process, and seeks to overcome and transform the traditional model of public administration, which is premised on impartial, detached, technical expertise. This paper will argue that there is overwhelming research evidence available to demonstrate that the case study method of instruction is a far more highly effective teaching and learning strategy than the traditional lecture or didactic method of instruction. Due primarily to its student-centered learning and highly interactive and "in the moment" instructional style and the teacher's pivotal role as learning facilitator. Further, it will argue that the case study method can provide a deeper understanding and appreciation of democratic modes of public policy-making, management and administration. This will be illustrated by the presentation of several original case studies and their suggested lesson plans: rail transportation safety; corruption in government; and, confronting the terrorist threat. The paper will concentrate on the challenge of using a democratic administration perspectives and approaches to address these "big issues" in contemporary

	public policy, management and administration.
Simsovic, Diane Carleton University **Maude Marquis-Bissonnette** PhD student, Carleton University.	Urban Village 2.0 is a solution to urban challenges related to job creation and affordable housing. By approaching the problem as one of a growing disconnection between where affordable housing and employment are located, the Urban Village proposes to create magnet neighbourhoods that are complete, affordable communities which support new ways of working. The Urban Village proposes an integrated municipal approach, to empower citizens in transforming their neighbourhoods – using a toolkit of housing, employment, recreation and services options. It is a response to observed changes of habits and needs related to how people live, work, commute, shop, play, and get engaged in their community. The Urban Village provides an opportunity to capture the full value of cities' existing landscapes and infrastructure by revitalizing old neighborhoods. It features sustainable, affordable housing options, as well as infrastructure to support teleworking, selfemployment, and entrepreneurship. Equally, Urban Villages should be walkable, bikeable, fully integrated with existing public transit infrastructure and reflective of best practices in sustainable development - offering a more human-scale environment. Benefits to cities could include increased tax revenues, and reductions in costs related to congestion, policing and maintenance of vacant spaces, as well as eventually reducing long-run costs related to pollution and health impacts. The idea of Urban Village 2.0 was first developed as a student proposal for the Cities of Tomorrow competition held by the Large Urban Mayor's Caucus of Ontario (LUMCO). The project was graded according to its capacity to resolve current issues in urban metropolis and will be presented as a finalist during a conference in February 2016.
Valade, Marc Yvan Ryerson University **Myers Siemiaticky** **Andrea Noack** **Jocelyn Kane**	**Charting New Accountability Paths to Fairness and Equity: The Case of the Toronto City Ombudsman 2010-2014** Internal accountability is traditionally seen as the appropriate organizational reporting scheme of public servants responsible for the conduct of bureaucratic processes and decisions to their elected leaders who in turn are directly responsible to the public for these actions (Aucoin and Heintzman 2000). Over the past 20 years, a host of accountability offices have taken on more prominence as independent, neutral monitors of the public interest reporting directly to parliament or municipal, including such positions Auditor General, Lobbyist Registrar, Public Ombudsman, Integrity Commissioner, etc. (Facal and Mazouz 2013). These offices are transforming the norms of accountability, and expectations on public servants, across government and public administration. To illustrate the tension raised, this paper will address the influence of the Toronto City Ombudsman on organizational processes and municipal service standards during the 2010-2014 period. Data for this case originates from 33 qualitative interviews on the impact of the Toronto City Ombudsman conducted with senior and mid-level city managers. With far-reaching powers granted by the Ontario government through the *City of Toronto Act* (2006), the Ombudsman Office wanted to do more than arbitrate citizens' individual disputes with the Toronto Public Service: It used investigative powers to address root-causes of systemic dysfunctions that denied fairness and equity to the public. In doing so it has charted a new path towards fairness and equity in public administration.
ValiquetteLHeureux,Anais, doctorante Enap	**L'incapacité de l'action publique à reconnaître et agir sur les risques imminents: étude de cas de la tragédie de lac-mégantic.** Les déficits latents qui ont mené à la crise de Lac-Mégantic s'apparentent aux déficits de plusieurs crises analysées en profondeur au cours des trois dernières décennies, telles que l'explosion de Challenger, le naufrage de l'Exxon Valdez et l'accident nucléaire de Tchernobyl. Plusieurs rapports et incidents de moindre envergure que Lac-Mégantic ont sonné l'alarme sur ces déficits systémiques. Pourquoi ont-ils été ignorés des hautes sphères décisionnelles? Cette conférence propose de répondre aux deux questions suivantes: Quels sont les phénomènes et processus organisationnels (notamment, les tensions inhérentes aux systèmes complexes et les

	paradoxes) qui permettent l'émergence de crises majeures? Comment les reconnaître et agir sur ces sources de risques? Cette conférence aura pour thème la gestion du risque à l'ère des restrictions budgétaires, de la réduction des champs d'action publique. Les liens entre l'autoréglementation des marchés et les risques sur le public seront abordés. Le but de cette thèse doctorale est d'outiller les leaders publics à reconnaître les sources émergentes des risques de crises majeures et à agir sur ces risques dans un contexte de fragmentation institutionnelle.
Waterman, Olivia University of Ottawa	**Snapshots of Precarity: Life Histories, Organizational Narratives, and Public Service Internships in Ontario** Precarious employment, as a category, is still being defined. Many contemporary works propose a definition based on material outcomes – such as impact on income, benefits, and time. This approach is important for improving the lives and working conditions of the precariously employed. However, this project interrogates the category of 'precarity' to understand its dimensions that do not always influence policy-level conceptualizations of this concept. This paper takes a phenomenological approach to understanding precarity through life histories and, in particular, the anxieties that characterize this experience. The findings of this project are based on interviews with former public service interns at various levels of government. This paper argues that precarity exists in a portion of the life history where there is a gap between organizational narratives and an individual's professional trajectories. The gap is the result of a structure in which the 'new spirit of capitalism, as posited by Boltankski and Chiapello (2005), directs work arrangements. Each testimony provides a snapshot of the experiential phenomenon of living within that gap. Overall, this project contributes to an understanding of democratic politics and administration through centering life histories, as an approach to understanding public policy problems. From a management perspective, this paper highlights the challenges young public servants face in the context of public sector organizational narratives that aim to project a smaller state.
Wood, Donna E. University Of Victoria	**The post-devolution demise of partnership engagement In labour market matters in canada** Canada has a history of almost 100 years of using various institutional structures to ensure that business and labour views are heard by government on the management of the public employment service (PES). In 1940 the scope of these engagement structures was broadened to include income support benefits provided through the federal unemployment insurance (UI) program. This involved advisory committees as well as a formal role for representatives of employers and workers on the tri-partite Unemployment Insurance Commission. Starting in 1995 dramatic reforms were undertaken by the Government of Canada to make the UI program smaller, at the same time as PES responsibility was devolved to provinces and territories and Aboriginal labour market organizations. Over the past twenty years all pan-Canadian advisory committees have been dissolved, and research institutions dismantled. The only remaining advisory structure is through employer and worker representatives on the Employment Insurance (EI) Commission. This paper takes stock of the democratic and collective engagement of stakeholders in labour market matters (on both a pan-Canadian and provincial basis), especially representatives of employers and workers who pay for the services through their contributions to the EI account. It considers the role of state and non-state actors over time, and the political factors that have resulted in the transformation of the systems and institutions that govern workforce development policy in Canada under both the Liberals and Conservatives after 1995. It also considers whether changes might be in store with the Liberals back in power in 2016.
Wooldridge, Blue Virginia Commonwealth University	A big issue for public management education: How to use the MPA curriculum to combat Social inequalities In the 19th century Charles Darwin stated "If the misery of our poor be caused not by the laws of nature, but by our institutions, great is our sin."

	More recently the (US) National League of Cities in its 2003 Futures Report <u>Divided We Fall: Inequality and the Future of America's Cities and Towns</u>, stated:
	"*Government at all levels is in part responsible for many of the glaring inequalities we see today and should therefore lead the way to solutions. Public policies adopted over time at the federal, state, and local levels have created and exacerbated many of the inequalities that our communities are struggling with today (National League of Cities, 2003)."*
	Next i will put some examples of inequalities. I have many examples of the us—will research some in canada.
	The purpose of this presentation will be to explore how we can use the typical MPA core curriculum to develop competencies in our graduates to detect and to mitigate social equities in our communities. I will give personal examples of how I integrate concepts of Social Equity into my "core" MPA courses of Principles of PA; Human Resource Management, Public Budgeting and Financial Management; Public Policy Analysis and the Capstone course.
	What is social equity?
	"definitions (for social equity) can range from 'simple' fairness and equal treatment to redistribution and reducing inequalities" (svara and brunet, 2004, p. 100)
	"a principle of justice as 'fairness' in which 'each person is to have an equal right to the most extensive basic liberty compatible with a similar liberty for all" (Rawls, 1971, p. 250).
	"The fair, just and equitable management of all institutions serving the public directly or by contract, and the fair and equitable distribution of public services, and implementation of public policy, and the commitment to promote fairness, justice, and equity in the formation of public policy." (National Academy of Public Administration, Standing Panel on Social Equity in Governance, 2000).

CAPPA 2016

PANELS Résumés/Abstracts

Table Ronde/Roundtable:	Table Ronde: Digital Era Governance in Canada (2.0)
Clarke, Amanda (Carleton) Marando, Dylan (Toronto) Longo, Justin (Regina) Brown, David (Ottawa) and Toze, Sandra (Dalhousie) Dutil, Patrice (Ryerson University)	This roundtable builds on the successful 2015 CAPPA session that examined the opportunities and challenges of new digital technologies in key public administration domains. This second roundtable (2.0) will feature short presentations from authors of a forthcoming special issue of *Canadian Public Administration* focused on how digital technologies are affecting different domains of Canadian public administration and governance: policy analysis and design, advising elected leaders, evolving models of service delivery, information management governance and management, and accountability. Each paper will address the following: (1) what potential improvements could digital technologies bring to this domain of public administration? (2) Which enduring issues of public administration will remain in this domain, despite or perhaps even because of the digital age? (3) What is needed to

Roy, Jeffrey (Dalhousie) Lindquist, Evert (Victoria).	advance practice and research in this domain for the digital era and to function in the emerging governance environment? The presentations from the roundtable participants will be brief, since the goal of the sessions is to engage the audience in a dialogue and explore cross-cutting issues and challenges. Amanda Clarke (Carleton) on '**Policy Analysis and Design in the Digital Era'**. Dylan Marando (Toronto) on '**Advising Elected Leaders in the Digital Era'**. Justin Longo (Regina) on '**Engaging Citizens and Stakeholders in the Digital Era'**. David Brown (Ottawa) and Sandra Toze (Dalhousie) on '**Information Governance and Management in the Digital Era**'. Patrice Dutil (Ryerson) on '**Regulation in the Digital Era'**. Jeffrey Roy (Dalhousie) on '**Evolving Models of Service Delivery in the Digital Era'** Evert Lindquist **Accountability in the Digital Era'**
Comm 1 **Caron, Daniel J.,** ÉNAP Comm 2 **Desrochers, Pierre**, Ph.D. Candidate, Université de Montréal. Comm 3 **Caron, Daniel J.,** ÉNAP Shepher, Robert P. Carleton University,	**Panel Title: Information Resources Management: At the Heart of Modern Institutional Democratisation?** This panel focuses on information resources management (IRM) as a core-essential element for sound public administrative transformation. IRM is pivotal to the new dynamics created by the arrival of information and communication technologies (ICTs) within organizations, institutions and society at large (Borins 2007, Kamarck and Nye 2002). Over and above the more traditional role devoted to information resources as a pillar to decision-making (Arrow 1974) or as an instrument enabling organizations to document evidence of actions taken or decisions made (Weber 1997, Simon 1965); the digital environment is posing multiple new challenges to this function within public organizations as a central player in democratic society (Sassen 1998). Collaboration, co-production, transparency, analytics, open data, the need for horizontality or the new demand for increased citizen participation are some of the new environmental characteristics that call for a total rethinking of how to exploit information resources within the modern democratic State and primarily within public administrations. The digital environment is changing the nature of information resources, the manner in which it is created, captured, accessed and the roles it now plays in supporting public administration and government institutions. It also transforms the nature of collective action and individual relations. However, despite the billions of dollars spent by public authorities every year to keep Canada up-to-date (Canada. Office of the Auditor General 2010) with technologies, they have barely addressed sound practice when it comes to IRM. Moreover, because of the new nature of information in the digital environment, it is becoming a greater priority to develop adequate public and administrative policies supporting IRM for the public good on the basis of past practices. For instance, the digital landscape has dramatically influenced and continues to challenge e-government implementations and end-to-end efficient and effective online service delivery. As well, contemplating greater citizen participation in a networked environment poses challenges to institutional systems primarily established on hierarchical behaviors. Increases in volumes of data and information created and received by individuals, groups, and society is also forcing new approaches to public policy analysis and design through an increased, but fragile use of big data analysis. In essence, the digital environment puts existing practices into question. First, it changes the operating environment, and second it raises a myriad of new possibilities. The panel will explore the effects of the digital environment as a key driver in generating the next form of institutions from three perspectives. First, the fundamental issue of the nature of IRM will be considered. What has changed, and what do those changes imply for the modern state? What does information mean in the 21st Century? Second, the panel will address the difficult issue of human resources expertise in IRM required to contribute answers to some of the challenges. It will ask questions related to approaches and principles of professional practice in tackling information resource management in a digital environment in support of the State. Finally, the panel will present a comprehensive model to assess the effectiveness of policies and practices related to IRM. **Presentation 1:**

	The Limits of Information Since the middle of the 20th Century and the arrival of ICTs, communication, its means and usages has revitalized the debates around information as an ingredient for organised entities. Information has always played an essential role in governing with evidence going back as far as Hammurabi or Gilgamesh (Gleick 2011). It is one of several elements that have made possible the construction of public administration allowing, as an example, for accounting (Bergeron 1990). The information society and the organisational and societal transformations it is forcing are now bringing new challenges to those who attempt to govern. It is no longer a simple issue of documenting the administrative acts and decisions and building evidence in support of institutions or make them accessible. In fact, it questions the fundamental relationship between the State and its citizens. Information and technologies are reshaping the link between parliaments, administrations, courts and governments and citizens. How do we cope with this cultural shift? To preserve the core values and principles of democracy and the Rule of Law, institutions are on the verge of reinventing the way they create, manage and exploit information. This presentation will focus on describing the extent to which the nature of information has changed, how it is affecting democratic institutions and, determining the issues that must be resolved to make it an opportunity to engage citizens and avoid disillusionment and criticism. **Presentation 2: Transformations in Information Resources Management Professional Practices within the Government of Canada** In the recent past, several practitioners and researchers have focused on aspects of e-governance practices and digital practices, such as information technology (IT) system implementations, transformation in service delivery through cloud computing and shared services, IT consolidation and rationalization initiatives, and corresponding effects on individuals, social groups and institutions (Brown 2013, Dunleavy 2006, Hood and Margetts 2007, Canada. Office of the Auditor General 2014). However, these studies did not consider that the administrative procedures, approaches and methods developed and applied in an analogue environment for an information management resource function would not be transferable to a digital environment. The purpose of this presentation is to examine the transformations within the Canadian Federal Public Service of the information resources management function in relation to the implementation, management and expertise of information **Presentation 3: Assessing the Effectiveness of Information Resources Management as an Asset for Governmental Transparency** Implementation of ICTs has altered work processes (Borins 2007, 20). More importantly, how information is produced, catalogued, and stored has also changed due not simply to available technologies, but behaviors that are linked to directives of access, secrecy and open government (Caron and Brown 2013). The public management dimension of ICTs has less to do with archival systems, and more to do with defining a continuum of transparency that best creates an understandable an implementable system of access. There is an integral relationship between the policy expectations and demands of information resources management (i.e., conditions of access, privacy, transparency, and open government), and public management requirements for actually creating and managing information resources and systems. In one important respect, there is a need to consider the development of instruments to isolate behaviors from systems over the life cycle of information development, cataloguing, storage, and retrieval (Caron and Villeneuve 2014). The question for purposes of this paper is: how do we measure the effectiveness of governmental approaches to transparency and open government? By addressing this question, we are able to revisit current approaches to ensuring transparency in information management, and then constructing an evaluation framework that allows for the better measurement of results using a continuum that establishes criteria for transparency grounded in IRM.
Béland, Daniel Johnson-Shoyama School Lecours, André University of Ottawa Amy Zarzeczny, Johnson-Shoyama School	**Panel Title: Addressing Contemporary Health and Social Policy Challenges: Ideas, Institutions, and the Politics of Federalism and Territorial Redistribution** Béland, Daniel Johnson-Shoyama School Lecours, André University of Ottawa Despite what neoliberal approaches to public policy might suggest, health and social policies can play a direct role in shaping and improving the lives of citizens, in Canada and well beyond. Gathering mainly scholars associated with the Johnson-Shoyama

Tarun Katapally, Johnson-Shoyama School Kathleen McNutt, Johnson-Shoyama School	Graduate School of Public Policy, this panel addresses key health and social policy challenges facing contemporary public management and policy leaders. These challenges include the politics of fiscal and social policy redistribution, managing the implications of a growing global private healthcare market in our public healthcare context, factoring equity into population health policies, and the complexities of arriving at social problem definitions that facilitate design of effective interventions. By featuring papers from diverse areas of social policy, this panel is an attempt to create a dialogue between scholars of different sub-fields who address similar issues but do not necessarily draw on the same literatures. The objective of this panel is thus to feature a diversity of contemporary social policy research while stressing analytical and policy commonalities among the papers, despite key differences in conceptual languages, empirical topics and methodologies. We suggest that this type of knowledge exchange and merging of disciplinary approaches will be critical in efforts to promote and strengthen the collective learning needed to support and advance public policy development in today's complex environment. In the end, this panel offers an overview of key issues and controversies in contemporary social policy research, in Canada and beyond, and aims to spark ongoing dialogue between different fields of public policy. **Managing Patient Demand in a Global Healthcare Market: Today's Challenges for Health Policy Leaders** Amy Zarzeczny, Johnson-Shoyama School **Social Policy in Active Living Promotion: Are We Widening the Gap?** Tarun Katapally, Johnson-Shoyama School **Cyberbullying: What's the Problem?** Kathleen McNutt, Johnson-Shoyama School