

PSC Library Newsletter

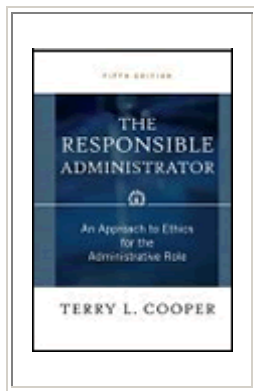
October 2006



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New Books

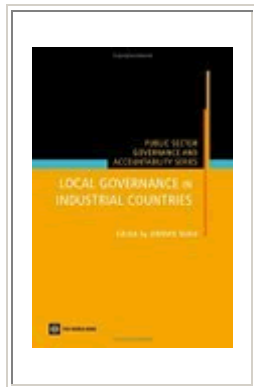
The responsible administrator : an approach to ethics for the administrative role / Terry L. Cooper - San Francisco, Calif. : Jossey-Bass, 2006. xix, 328 p. ; 24 cm. (The Jossey-Bass social responsibility series)



"Those who serve the public trust must take special care to ensure they make ethical and responsible decisions. Yet the realities of bureaucracies, deadlines, budgets, and demands for quick results make the payoffs for dealing formally with ethics seem unclear."

172.2 C778 2006

Local governance in industrial countries / edited by Anwar Shah - Washington, D.C. : World Bank, 2006. xxvi, 368 p. : ill. ; 23 cm. (Public sector governance, and accountability series)



"The information revolution, in recent years, has worked as a catalyst to create a globalized yet localized world with local governments playing all ever-increasing role in the domestic and global economy. How these governments will be able to shoulder their responsibilities 'especially the delivery of local services' more effectively is the concern of this book."

336.0141722 L811 2006

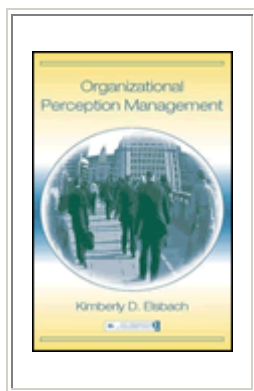
Making policy happen / edited by Leslie Budd, Julie Charlesworth and Rob Paton - Abingdon, Oxon ; New York : Routledge, 2006. xi, 289 p. ; 25 cm.



"Focuses on the discussion of how policy work happens, whether that involves bringing a policy-making process to fruition or the implementation of policy."

320.6 M235 2006

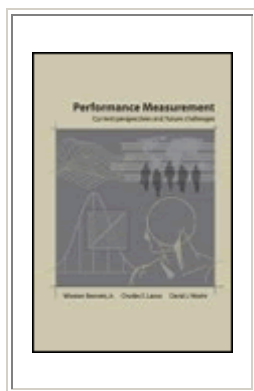
Organizational perception management / Kimberly D. Elsbach - Mahwah, N.J. : Lawrence Erlbaum Associates, 2006. xvii, 191 p. : ill. ; 23 cm. (LEA's organization and management series)



"This book summarizes the research findings from the relatively new domain of study called 'organizational perception management' (OPM)."

659.2 E49 2006

Performance measurement : current perspectives and future challenges / edited by Winston Bennett, Jr., Charles E. Lance, David J. Woehr - Mahwah, N.J. : Lawrence Erlbaum Associates, 2006. xvii, 361 p. : ill. ; 23 cm. (LEA's series in applied psychology)



"[This book] brings together internationally recognized leaders in the field and each examines the subject matter in a way that has never been done focusing on the dynamic nature of work and the tremendous demands being placed on assessment and measurement as core organizational activities."

658.3125 P438 2006

Change management : a critical perspective / Mark Hughes -
London : Chartered Institute of Personnel and Development, 2006.
xii, 222 p. ; 25 cm.



"[This book] seeks to offer a critical perspective that challenges the main assumptions in this area, as well as ensuring that the complexities of this area remain clear, and the key concepts are accessible."

658.406 H894 2006

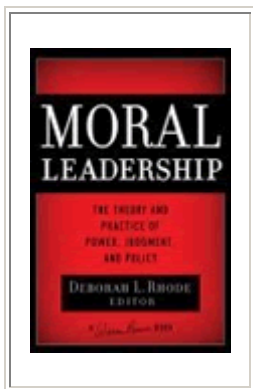
Managing information and knowledge in the public sector /
Eileen M. Milner - London ; New York : Routledge, 2000. xv, 192
p. ; 24 cm.



"[The author] introduces the reader to the concepts of information and knowledge and explores a variety of tools and techniques which may be usefully adopted in actively managing and developing these resources."

352.38 M659 2000

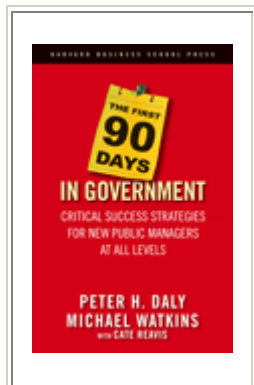
**Moral leadership : the theory and practice of power, judgment,
and policy** / Deborah L. Rhode, editor ; foreword by Warren Bennis
- San Francisco, Calif. : Jossey-Bass, 2006. xii, 385 p. : ill. ; 24 cm.



"[This book] brings together in one comprehensive volume essays from leading scholars in law, leadership, psychology, political science, and ethics to provide practical, theoretical, and policy guidance."

174.4 M828 2006

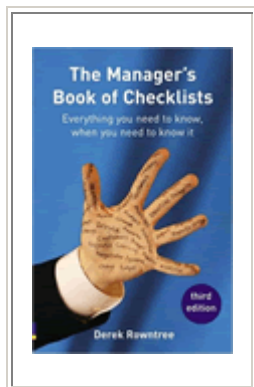
The first 90 days in government : critical success strategies for new public managers at all levels / Peter H. Daly, Michael Watkins with Cate Reavis - Boston, Mass. : Harvard Business School Press, 2006. xiv, 256 p. : ill. ; 22 cm.



"This concise, practical book provides a roadmap to help new government leaders at all levels accelerate their transitions by overcoming nine transition challenges, ranging from clarifying expectations to defining goals to building a team to managing personal stress."

352.30973 D153 2006

The manager's book of checklists : everything you need to know, when you need to know it / Derek Rowntree - Harlow, England ; New York : Pearson/Prentice Hall, 2006. viii, 280 p. ; 24 cm.



"As a frontline manager, there's a lot to remember and even more to do. Sometimes you want a quick and easy reminder of the essentials on a particular topic, so you know you've covered all the bases. Then you can be sure you're doing the right thing, at the right time and being effective and efficient."

658.4 R884 2006

Le contrôle de gestion dans le secteur public / René Demeestère - Paris : L.G.D.J., 2005. 224 p. : ill. ; 21 cm. (Collection Systèmes)



"Cet ouvrage, consacré au contrôle de gestion et au pilotage des performances des organisations publiques, regroupe les approches traditionnelles (budgets, centres de responsabilité, tableaux de bord) et les méthodes plus novatrices (analyse d'activité, pilotage des processus)."

658 D376 2005

Gérer et résoudre les conflits / Marie-Chantal Deetjens -
Outremont, Québec : Les Éditions Quebecor, 2006. 208 p. ; 23 cm.
(Collection Affaires)



"Cet ouvrage traite de tous les types de conflits, qu'ils soient interpersonnels, intergroupes, multiculturels, relatifs aux changements ou organisationnels. Le manager y apprendra à gérer toutes ces formes de conflits, auxquelles il risque fort de se heurter un jour ou l'autre."

658.3145 D312 2006

RH & compétences dans une démarche qualité / Benjamin Chaminade - Saint-Denis La Plaine, [France] : AFNOR, 2005. xv, 540 p. ; 24 cm.



"Le principe de Deming (plan, réalisation, suivi, et nouveau plan d'action amélioré) appliqué aux RH. Ce guide pratique présente des outils opérationnels et des instruments d'auto évaluation."

658.4038 C448 2005

Management : stratégie et organisation / Jean-Pierre Helfer, Michel Kalika, Jacques Orsoni ; illustré par Yves Guézou - Paris : Vuibert, 2006. vii, 482 p. : ill. ; 24 cm. (Collection Gestion)



"Dans un environnement caractérisé par des mutations économiques profondes, le management des entreprises devient un facteur essentiel de compétitivité. L'internationalisation des marchés, les fusions d'entreprises, la nouvelle économie nécessitent un management stratégique et organisationnel expert."

658.4012 H474 2006

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New PSC Publications

[Annual report - Public Service Commission of Canada, 2005-2006](#) - Ottawa : Public Service Commission of Canada, 2006. 1 v. : ill. ; 28 cm.



"The Annual Report presents the results of the PSC's oversight of departmental and agency staffing activities during fiscal year 2005-2006. Overall, the PSC continues to have confidence in the integrity of staffing in the public service and the foundation of merit that is the basis for hiring, although some areas of concern remain."

PSC-CFP/ANR/2006-090

[Audit of Acting EX Appointments : a report by the Public Service Commission of Canada](#) - Ottawa : Public Service Commission of Canada, 2006. 26, 30 p. ; 28 cm.



"The objectives of our audit were to: determine the extent to which acting executive (EX) appointment decisions respected the merit principle of the previous PSEA, related legislation, regulations and policies, and staffing values, and to assess the effectiveness of departmental staffing management frameworks governing acting appointments."

PSC-CFP 2006-008

[Audit of Readiness for the New Public Service Employment Act : a report by the Public Service Commission of Canada](#) - Ottawa : Public Service Commission of Canada, 2006. 21, 23 p. ; 28 cm.



"The objective of this audit was to determine whether a selection of departments and agencies had met the essential elements prior to the implementation of the new PSEA."

PSC-CFP 2006-007

[Follow-up Audit of the Military Police Complaints Commission : a report by the Public Service Commission of Canada](#) - Ottawa

: Public Service Commission of Canada, 2006. 15, 17 p. ; 28 cm.



"The objective of this follow-up audit was to determine whether the MPCC had adequately responded to our recommendations from the October 2004 PSC audit report. In addition, we wanted to determine whether the MPCC had met the essential elements identified by the PSC to support the implementation of the new *Public Service Employment Act* (PSEA), which came into force on December 31, 2005."

PSC-CFP 2006-006

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New Journal Articles

- **The proper use of transparency instruments** (*Optimum Online*, v.36, n.3, September 2006, p.22)

"Transparency and accountability have recently taken on increased prominence in the Canadian political mosaic. This is not a recent phenomenon, however. The trend began several decades back, and the various transparency and accountability practices implemented over that period have left us with a vast, rich and fertile set of measures."

- **Gender Representation in the Federal Workforce: A Comparison Among Groups** (*Review of Public Personnel Administration*, v.26, n.3, September 2006, p.276-294)

"This research note provides a synopsis of the current state of gender representation among racial groups in the federal workforce. Although the trend of representation is toward more diversity, disparities persist between males and females."

- **On engagement: Performance management in the public sector** (*Public Sector Management*, v.17, n.2, 2006, p.9-11,17)

"Performance measurement is increasingly being seen by senior decision makers in governmental organizations as an important tool to deal with emerging financial constraints, the public's seemingly contradictory demands for higher service levels and cost reductions in service delivery, requirements for increased government transparency and accountability and the need for better information to support strategic decision making."

- **Creating a development culture through mentoring** (*Employment Relations Today*, v.33, n.2, Summer 2006, p.25-33)

"Mentoring is not new. What is new is the accelerated need to transmit knowledge in the workplace. The ancient practice of mentoring has now been radically transformed into a tool to help businesses fill critical gaps in talent development and management."

- **Trends in Leader Development and Succession** (*Human Resource Planning*, v.29, n.2, 2006, p.31-40)

"In a complex and changing world, highly skilled and experienced leaders at all levels—not just senior leaders—are becoming harder to find. Leaders at all levels are asked to play multiple roles, including strategist, coach, global thinker, change driver, and entrepreneur. Because decision making often occurs at lower levels, line managers now need to be as informed as senior managers about strategic business issues, as well as cultural, human-resource, and marketing issues."

- **Traditional governance relation between ministers and public service is now broken: Aucoin** (*The Hill Times*, n.854, Monday, September 11, 2006, p.19)

"The public service governance regime must change in order for true accountability to take place says public administration expert Peter Aucoin."

- **Ethical Climates and Contextual Predictors of Whistle-Blowing** (*Review of Public Personnel Administration*, v.26, n.3, September 2006, p.216-244)

"This article presents the results of a study that investigates ethical climate theory and eight contextual predictors of willingness to blow the whistle and frequency of whistle-blowing on seven forms of misconduct."

- **Assessing the Relation Between Satisfaction with Public Service Delivery and Trust in Government** (*Public Performance & Management Review*, v.29, n.4, June 2006, p.387-404)

"We study how satisfaction with service delivery affects trust in public agencies in an empirical setting. Our basic assumption is that the causal relation between satisfaction and trust cannot be fruitfully analyzed unless the measures are controlled for a common component, which we identify as the predisposition toward government."

- **E-Government as an Instrument of Fiscal Accountability and Responsiveness: Do the Best Practitioners Employ the Best Practices?** (*The American Review of Public Administration*, v.36, n.3, September 2006, p.301-322)

"Fiscal transparency and citizen participation in budgeting processes are widely promoted as means toward the ends of democratic accountability and responsiveness in the allocation and use of public funds. In the past decade, academics and practitioners enthusiastic about e-government have emphasized the potential for using information technology to enhance democratic governance."

- **Leadership lessons of Deputy Ministers: Lessons for a sustainable public service** (*Public Sector Management*, v.17, n.2, 2006, p.18-21)

"Sustainability is commonly defined as development that meets the needs of the present without compromising the future. Once the defining cornerstone of environmental thought, the concept has spread to a variety of contexts, so it was not surprising to see the theme of sustainability emerge at the centre at the Institute of Public Administration of Canada's conference on 'Leadership Lessons of Deputy Ministers' in April."

- **The Secret to Hiring, Training, and Managing the Ultimate Workforce** (*Employment Relations Today*, v.33, n.2, Summer 2006, p. 35-41)

"Your challenge is to synchronize the individual employees of your organization to work together, resembling the simple elegance of all the cells, muscles, and nerves in your hand working in concert so that your hand can open and close. To accomplish this, you need a common management language to communicate information and coordinate all the moving parts of your business."

- **Designing and Implementing E-Government Systems: Critical Implications for Public Administration and Democracy** (*Administration & Society*, v.38, n.4, September 2006, p.472-499)

"This article explores the emerging challenges and opportunities of information technology in government and argues that designing and implementing e-government systems involves more than merely improving the instrumental processes of government."

- **Converging gender roles** (*Canadian Economic Observer*, v.19, n.8, August 2006, p.3.1-3.12)

"As women have entered the labour force in greater numbers, gender differences in the division of labour within families have diminished, with men assuming more housework and child care. Changing work arrangements at home are also leading employers to adapt alternative work arrangements."

- **A variety of options gives boost to remote work** (*Canadian HR Reporter*, August 14, 2006, p.15, 21)

"Fifteen or so years after employers started tentatively to let people work from home, the bulk of remote work arrangements still take the form of informal telework in which people work from home a day here or a day there. But a convergence of factors may change all that, giving lift to a concept known as distributed work. Distributed work programs are a combination of remote work arrangements that give employees the option of working from head office one day, a satellite office the next or a home office yet another day."

- **Avoiding depletion in virtual work: Telework and the intervening impact of work exhaustion on commitment and turnover intentions** (*Journal of Vocational Behavior*, v.69, n.1, August 2006, p.176-187)

"Despite the tremendous growth of telework and other forms of virtual work, little is known about its impact on organizational commitment and turnover intentions, nor the mechanisms through which telework operates."

- **Pour assurer la relève, misons sur les comportements!** (*Effectif*, v.9, n.4, Septembre/Octobre 2006, p.50-52)

"Améliorer la performance par le talent, assurer la relève et construire des équipes efficaces pour créer les conditions d'une réussite...Tel est l'objectif commun visé par l'ensemble des organisations québécoises."

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New On The Web

- **Promising Human Resources Practices in Times of Change: An Inventory of Initiatives** (Public Service Human Resources Management Agency of Canada)

"This inventory of human resources initiatives is prepared as a guide that will hopefully facilitate benchmarking, exchanging information, collaborating, or perhaps even undertaking joint ventures among departments and agencies with similar interests." [Full story...](#)

- **National Audit Office Annual Report 2006** (National Audit Office, U.K.)

"Sound financial management is an essential precursor to effective delivery and this is as true in the public sector as it is in private enterprise. One of our main responsibilities is the annual financial audit of all government departments, agencies and non departmental public bodies. We carry out a thorough audit of the financial activity of each body to ensure compliance with accounting and auditing standards." [Full story...](#)

- **Strategically Balanced Change: A Key Factor in Modern Management** (Electronic Journal of Business Ethics and Organization Studies)

"The purpose of this paper is to describe change from different angles (e.g., themes and types of change, importance of change, resistance to change, and change lessons) and to utilize the literature information to identify key components of organizational change in order to develop a 'Model of Strategically Balanced Change'." [Full story...](#)

- **Civil Service Statistics 2005** (National Statistics, U.K.)

"The statistics in this report have been compiled under the 'Mandate' process formerly used by the Cabinet Office to assess the size and diversity of the Civil Service." [Full story...](#)

- **Strategic Workforce Planning: Forecasting Human Capital Needs to Execute Business Strategy** / by Mary B. Young (The Conference Board New York)

"This report is the culmination of presentations by workforce planning thought leaders and best practice organizations, a literature review, and company interviews of 20 companies, from which nine were chosen for detailed case studies."

- **Human capital reform: report by the COAG national reform initiative working group** (Council of Australian governments)

"Maintaining the commitment to international engagement and competitive, well-functioning markets will be necessary if Australia's prosperity is to be sustained. But maintaining the status quo will not be sufficient to guarantee the nation's future prosperity. Australia needs a new reform agenda that prepares the country to meet emerging pressures and positions it to take advantage of new opportunities." [Full story...](#)

- **How to Hire Top Performers (Hint: They Already Have Jobs)** / by Howard Muson (The Conference Board New York)

"Smaller companies don't have to settle for less. Get an edge in the talent wars with shrewd targeting and robust retention strategies."

- **Is Work Working? Work Laws That Do A Better Job** (Law Commission of Canada)

"'Is Work Working?' aims to identify the gaps in our laws and policies that leave some workers unprotected, exposed and vulnerable — outside the 'umbrella'." [Full story...](#)

- **Strategic Guide to e-Procurement** (Australian Government Information Management Office)

"It outlines approaches to the automation of procurement processes typically undertaken by Australian Government agencies. The Guide also provides tools and case studies to inform agencies how e-procurement can assist them to increase efficiency, and improve their productivity and accountability." [Full story...](#)

- **Long Working Hours and Stress In Relation to the Measure against Long Working Hours and Overtime** / by Takashi Fujimoto (The Japan Institute for Labour Policy and Training)

"While stress at work is unavoidable to a certain extent, various research findings indicate that mental and physical health is degrading among workers due to an increased burden under the recent difficult economic conditions." [Full story...](#)

- **Performance Accountability: The Five Building Blocks and Six Essential Practices** / Shelley H. Metzenbaum (The IBM Center for the Business of Government)

"The author sets forth five building blocks - tools and techniques for constructing a good measurement system for an organization. And she describes six practices that leaders need to use to make appropriately designed systems work properly." [Full story...](#)

- **Introducing the Australian Public Service Commission** (Australian Public Service Commission)

"The Commission has released Working with you: Services of the Australian Public Service Commission as a guide to the services that the Commission can offer through the work of the Public Service Commissioner and the Merit Protection Commissioner." [Full story...](#)

- **Career Patterns: A 21st Century Approach to Attracting Talent** (Office of Personnel Management, USA)

"Federal agencies will use this new approach beginning next year to build new environments to recruit potential employees. [...] It presents techniques for identifying opportunities and crafting action plans to ensure employment efforts are successful." [Full story...](#)

- **Contemporary Working Time in Japan – Legal System and Reality** / Kazuya Ogura (The Japan Institute for Labour Policy and Training)

"Japan has one feature, which cannot be deemed inherent in an ‘advanced’ country: actual working hours of the people. International comparative data suggest that working hours in Japan are conspicuously long for a country generally considered to be advanced." [Full story...](#)

- **The Top Ten Topics in Public Administration Scholarship: An International Survey** (Institute of Public Administration of Canada)

"What do scholars consider to be areas deserving of inquiry in the broad field of public sector management and administration? In order to identify the current state of the professional interest, forty eight scholarly journals from around the world were identified." [Full story...](#)