ENAP is a public university whose mandate is to contribute in a modern and globally-oriented manner to the constant improvement of one of the oldest human activities: the organization of the State to better respond to the needs of the community.

Closely linked to the evolution of civilizations, public administration has been rethought throughout the ages and, now more than ever, is faced with several contemporary issues: staff renewal, budget restrictions, globalization. As the University of Public Administration, ENAP assists State managers and professionals in these profound changes, while contributing to the dissemination of the values and practices of good governance.

ENAP exercises leadership and influence among public-management practitioners and decision makers in Quebec, Canada and elsewhere in the world through its management training and consulting activities offered to foreign governments. As a result, it spreads knowledge and expertise and contributes to Quebec’s reputation, both at home and abroad.

With its concern for actively participating in the administrative capacity building of public organizations, ENAP is sensitive to public organizations’ needs and issues and seeks to anticipate them; furthermore, it endeavors to provide public managers with the necessary tools to face challenging goals. Today’s public administration is, in fact, pluralistic in nature since it includes federal, provincial and municipal public services, including such things as the health, social services and education networks.

ENAP takes part in the rigorous and necessary questioning of public activity and programs, a measure of a society’s growth. Individuals trained at ENAP have the necessary intellectual tools and insightful, critical view to do so. Its favored approach, a delicate balance between thought and practice, has produced results for more than forty years.

Close to 9000 ENAP alumni can testify to this fact. Some hold or have held key positions of great responsibility in their career: secretary general of the government, head of public security services or senior manager in a State corporation. Others have studied in various African, Latin American and Asian countries. ENAP alumni form a rich, ever-expanding network.

In addition to the graduates of credited programs, tens of thousands of State officials and their organizations have also trusted ENAP for continuous education, consulting services, coaching, competency evaluation, career support, and contract research. ENAP has thus set the standard in the field of Public Administration in Quebec and intends to continue doing so.

The University plans to further its development and consolidate its position as the leading academic institution in the field of public administration by providing a relevant response to public managers’ needs and by fostering its reputation both at home and abroad.

NELSON MICHAUD, Ph. D.
Director General
SERVING PUBLIC ADMINISTRATORS

ENAP is one of the largest public administration universities in the world. Since its creation in 1969, it has positioned itself as a leader in the renewal of a modern and effective public administration in Quebec and abroad. It has set the standard in this field, in both academic and practitioner communities.

ENAP is a branch of the Université du Québec network (10 institutions). It resulted from the desire to give Quebec an institution of higher learning dedicated to public management. Its mission is to contribute to the development of public administration as a field of both knowledge and practice.

Action-oriented and globally connected, ENAP carries out its mission in four key areas of activity:

- **Masters and Ph.D. programs**;
- **Research** in fields related mainly to public management, governance and public policies;
- **Services offered to public organizations** aimed at supporting public organizations and managers in management competency development and the optimization of organizational performance: continuing education, management and governance consulting services, coaching, competency evaluation and career support;
- **International development activities**: training of foreign public managers and training of trainers in public management, consultant services for governments, support for the development of public management schools and programs, exporting Quebec public service expertise.

Solid Expertise

**A Dynamic and Competent Faculty**

The teaching and research staff include about forty full professors, supported by a team of associate and visiting professors, teaching masters and lecturers chosen for their public-administration expertise and experience often acquired within public organizations.

**Top-calibre Stakeholders**

For its consulting, continuing education and international development activities, ENAP relies on a team of about one hundred top-calibre stakeholders. These people are specialists, senior public servants and experienced practitioners who generally hold strategic positions within government organizations.

Studying at ENAP means…

- choosing a people-centred university;
- progressing in a stimulating environment;
- learning and developing by combining theory and the reality of the workplace;
- benefitting from the expertise of a team of experienced professors and public-administration practitioners;
- rubbing shoulders with managers and professionals from the public administration community.
A Rich University Community

ENAP’s clients come from all sectors of public administration: the Quebec public service, health and social services network, education, municipal sector and federal public service.

The University’s client profile is extremely varied: administrators and heads of government agencies, managers from all senior levels, professionals (analysts, consultants) and government officials. Numerous organizations also call upon our succession-planning services and our services to guide and support their staff in determining their career path.

**Numbers that speak for themselves**

- **2133** students registered in graduate programs (Masters and Doctoral) during the Fall 2011 semester;
- Almost **5000** individuals took advantage of continuing education, competency evaluation, coaching and career counselling services in 2011-2012;
- **111** organizations took advantage of management consulting services in 2011-2012;
- **11** countries are ENAP’s partners in **20** international cooperation projects;
- **92** organizations gave ENAP grants or research mandates totaling almost **$5 million** in 2011-2012;
- **354** staff members as of April 30, 2012;
- **9425** individuals have graduated from ENAP since 1972.

A Stimulating Environment, Ideal for Learning and Networking

**A Stimulating Intellectual Environment**

Groups of professors, researchers and students interested in common themes meet and share their thoughts, often with invited specialists in the field.

**Signature Events**

Several events organized by ENAP and its partners are held at the University. Renowned guest speakers have addressed the ENAP community over the years on many different occasions: graduation ceremonies, seminars, conferences, round-table discussions, book launchings, etc.
Present throughout Quebec

ENAP is permanently established in five regions of Quebec (Quebec City, Montreal, Gatineau, Saguenay and Trois-Rivières). Moreover, it runs several service locations across Quebec: in Sherbrooke, Alma, Brossard and Saint-Jérôme. Online and international cohorts also have access to certain programs.

ENAP’s Head Office is located in the St. Roch district in the heart of downtown Quebec City. Bordered by the St. Roch gardens, the University is easily accessible by public transportation. The building houses a 200-seat amphitheatre, video-conference rooms, classrooms and well-equipped computer labs. The large, spacious library forms a part of the Université du Québec library network, as does ENAP’s library in Montreal.

ENAP at Montreal is located close to the Laurier and Mont-Royal Metro stations. The building includes modern classrooms, video-conference rooms, state-of-the-art computer labs and a 150-seat amphitheatre.

ENAP at Gatineau is located on the campus of the Université du Québec en Outaouais, close to Parliament Hill and several federal government buildings. In Saguenay, ENAP is located at the Institut scientifique du Saguenay-Lac-Saint-Jean (UQAC), and, in Trois-Rivières, at Université du Québec à Trois-Rivières (UQTR).
ACADEMIC PROGRAMS RESPONsING TO NEEDS

MASTERS PROGRAMS

Managers

Specialized Graduate Diploma in Public Administration (30 credits)
- Public Management
- International Management
- Regional Public Administration (in collaboration with UQAR)
- Health and Social Services Management

Master of Public Administration For Managers (45 credits)
- Public Management
- International Management
- Municipal Management
- Health and Social Services Management

Analysts, consultants, researchers

Specialized Graduate Diploma in Public Administration (30 credits)
- International Administration
- Organizational Analysis and Development
- Urban Management Analysis
- Program Evaluation
- Human-resource Management

Master of Public Administration for Analysts (45 credits)
- International Administration
- Organizational Analysis and Development
- Urban Management Analysis
- Program Evaluation
- Human-resource Management

ENAP also offers 15-credit short programs for those wishing to take things one step at a time. The following specializations are offered:

Managers
- Public Management
- Governance and Crisis Management
- Human-resource Management
- Health and Social Services Management

Managers and Analysts
- Public Sector Financial Management
- Public Program Evaluation
- Information Systems and Technologies
- International Management
- Municipal Management

ENAP’s concern for making its programs accessible to its entire Quebec client base has resulted in the creation of a short program in public management available entirely online.

ENAP has created customized programs for specific clientele, in particular, federal public servants, First Nations, police officers, etc.

DOCTORAL PROGRAMS

Ph.D. in Public Administration (90 credits)
- Public Policy Management and Analysis
- Organizational Theory and Public Management

Short Doctoral program in Public Administration (15 credits)

www.2ecycle.enap.ca and www.3ecycle.enap.ca
Action-oriented Approach

The multi-discipline graduate programs have been designed to respond to the needs of the constantly evolving labor market, to the overall needs of today’s public administrators and to the particularities of international public administration, health and social services management, municipal management, etc.

ENAP offers a full- or part-time academic schedule permitting a flexible access to graduate studies. There is a program adapted to everyone’s profile. The Masters programs blend “knowledge” and “know-how” by offering an intervention project (for managers) aiming to resolve a problem submitted by a public agency or an internship (for analysts) enabling interns to put their competencies to the test and to enhance job opportunities and develop a good network of contacts.

ENAP also trains top researchers through its Doctoral and Masters programs (thesis option) as well as through post-doctoral studies for a growing number of post-doctoral fellows.

Benefitting a Varied Student Clientele

- Public managers from all levels and working professionals;
- Students with undergraduate degrees in social sciences, humanities or administration;
- Individuals working in public or parapublic agencies, health, social services or education networks and the municipal sector.

Graduates Meeting Challenges

ENAP alumni have performed exceptionally well in public service competitions and are ready to face any on-the-job challenge. With eloquent testimonials from public managers and remarkable internship evaluations, it is no surprise that ENAP graduates are in great demand. Certain alumni fill or have filled positions of great responsibility during their career. They make up an extremely precious network of professional knowledge.

Almost 2000 students attend ENAP each year, preparing themselves for the challenges of a modern, effective public administration.

About 450 graduates join the ranks of a network totalling more than 9000 highly sought-after alumni each year.
“ENAP was a logical choice to pursue my post-graduate studies in the specialized and practical field of international management. Thanks to the faculty’s wealth of rich experience, I discovered a unique community focused on management competency development and, even more importantly, a place where students are guided by professors who are passionate about their work and generous in the sharing of their knowledge. In addition to a teaching focus on today’s key issues, both domestic and foreign, ENAP has distinguished itself through its stimulating activities: career day, seminars, GERFI, the joint Canada-Quebec-Europe European Model Parliament (SPECQUE), etc. I also appreciate ENAP’s intergenerational learning environment and cultural diversity, providing the opportunity to learn from our colleagues’ experience while establishing a network of professional contacts. ENAP is unquestionably a window onto the world!”

Marie-Noëlle Fortin
MPA student (option for analysts, majoring in international administration)
EXPERTISE ENRICHING PUBLIC KNOWLEDGE

In the wake of a new focus on key priority areas in the organization, ENAP has continued its remarkable progression in public administration research that involves institutions, management and public policies.

Moreover, a report by the Consortium of Universities for Evaluation Education confirms ENAP’s top position in Canada for program evaluation training relating to competencies that are much sought-after by public administrations.

Moreover, two new groups, the Centre interuniversitaire de recherche sur les relations internationales du Canada et du Québec (CIRRICQ) and the Groupe d’études sur les relations internationales du Québec (GERIQ), joined ENAP in 2012.

The work of our professors and researchers focuses on today’s key issues in public administration in the context of a global economy, the transformation of community services and the scarcity of resources. They are active in several research networks, bringing this public expertise with them and thus enriching collective knowledge. In addition, through the completion of a multitude of sponsored research and intervention mandates, they exert a leadership of influence on public management practitioners, decision makers and even the population as a whole.

Research Focus

- Public management: leadership, innovation, performance and public-management transformation;
- Analysis, development and evaluation of public policies and programs;
- Management of the health network and its policies;
- Public governance and its new forms;
- International management and policies.

The complete list of the University’s professors’ and researchers’ publications is available at www.bibliotheque.enap.ca.
Canada Research Chairs

**Canada Research Chair in Governance and Transformation of Health Organizations and Systems (GETOSS)**

Research Chair devoted to the development of an organizational perspective for the analysis of reforms in the health systems and a better understanding of the transformation and governance process at work in public service systems, particularly in the health system.

[www.getoss.enap.ca](http://www.getoss.enap.ca)

**Canada Research Chair in Evaluating Public Actions Related to Young People and Vulnerable Populations (CRÉVAJ)**

Research Chair devoted to the evaluation methodologies of public policy as well as the implementation of public policy and its effects. Its work will lead to a better direction in actions and support mechanisms among vulnerable individuals, in particular, youth.

[www.crevaj.enap.ca](http://www.crevaj.enap.ca)

**Canada Research Chair in International and Comparative Political Economy (CRÉPIC)**

Research Chair studying the effects of globalization on the various models of capitalism as well as the resiliency of States, in particular, social-democratic countries. It also deals with international negotiations, federalism and multi-level governance and, specifically, with the role of federated States in international trade negotiations and with climate change.

[www.crepic.enap.ca](http://www.crepic.enap.ca)

Research Groups

**L’Observatoire de l’administration publique**

Research centre devoted to monitoring public administration and to comparative analysis. Concerned with the role, structures and operations of the State.

[www.observatoire.enap.ca](http://www.observatoire.enap.ca)

**Laboratoire d’étude sur les politiques publiques et la mondialisation (LEPPM)**

Monitoring and analysis centre devoted to the study of the effects of globalization on the role of the State and on public policies. Examines cultural, economic, environmental, health, education and safety issues.

[www.leppm.enap.ca](http://www.leppm.enap.ca)
Centre de recherche et d’expertise en évaluation (CREXE)
Research centre focused on the development of research and expertise in evaluation as well as the optimization of management and decision making within public administrations. Fields of research: policy and program evaluation, studies on public policies and health, and performance measurement of public organizations.

www.crexe.enap.ca

Chaire La Capitale en leadership dans le secteur public
Research chair focusing on the study of private- and public-sector leadership, leadership style and change in the Quebec public service, its effect on the quality of life in the workplace, competency evaluation, and profile of leaders.

www.chairelacapitale.enap.ca

Centre de recherche sur la gouvernance (CERGO)
Research centre undertaking different activities involving scientific research, exchange and dissemination concerning the theme of socio-political, socio-economic and organizational governance. Its research program puts special emphasis on government business enterprises.

www.cergo.enap.ca

Groupe d’étude sur les politiques publiques et la santé (GÉPPS)
Research group dealing with the development of public policies in health and contributing to the transfer and dissemination of knowledge among communities of scientists and practitioners.

www.gepps.enap.ca

Centre interuniversitaire de recherche sur les relations internationales du Canada et du Québec (CIRRICQ)
Research centre bringing together university researchers, research units and external partners (practitioners) to study subjects relating to Canada’s and Quebec’s international policy. Particularly looks into security and defence questions as well as questions relating to indications of a Francophone presence in Canada’s and Quebec’s international relations.

www.cirricq.org
Leadership and Transfer

**International Study, Research and Training Group (GERFI)**
Dynamic group of professors and students interested in international issues linked to various aspects of public administration. Areas of interest: international public administration, international economics, international relations and foreign policy.

[www.gerfi.enap.ca](http://www.gerfi.enap.ca)

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**Groupe d’études sur les relations internationales du Québec (GERIQ)**
GERIQ is an interuniversity student group that is a member of CIRRICQ. It contributes to the study and dissemination of knowledge dealing with Quebec’s international relations.

[www.geriq.com](http://www.geriq.com)

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**Intergenerational Transfer: Research and Expertise Group (TIGRE)**
Brings together a group of professors and experts from ENAP who are interested in the issues of knowledge transfer and management in the public administration sector. Research focused in two areas: corporate memory and intergenerational transfer – the tacit knowledge of the Quebec State; knowledge management intervention and consulting.

[www.tigre.enap.ca](http://www.tigre.enap.ca)
SERVING ORGANIZATIONS

For competent and effective public management

www.servicesauxorganisations.enap.ca

ENAP offers public sector leaders a complete range of services with two objectives in mind:

» transforming public organizations to make them even more effective in the delivery of services to citizens;

» developing the competencies of professional and management staff who, through their leadership and inventiveness, create the State of today and tomorrow.

Above all, ENAP’s services to organizations are basically centred on public expertise that is embodied in continuing education activities, management and governance consulting services, coaching, as well as competency evaluation and career assessment.

Continuing Education

Continuing education is one of ENAP’s niches of excellence. In response to important needs in the areas of succession development and management competencies, ENAP offers public- and parapublic-sector managers and professionals various development activities in the form of:

» institutional integration and management development programs;

» public sessions developed in response to specific and timely needs;

» specialized and customized training adapted to the specific reality of an organization or a category of personnel.

Management and Governance Counselling

With the collaboration of leading senior career public servants brought together in a single network, ENAP provides judicious strategic guidance at a time when the public sector is called upon to mobilize to face numerous issues. Restructuring, streamlining, accountability, and ethics are only a few of the concerns that could be dealt with in mandates given to ENAP and its senior consultants.

ENAP can also supply the services of a team of experts to take part in different organizational change initiatives, to support managers in their responsibilities and, occasionally, to overcome the lack of resources they face. Listening, adapting, professionalism, pragmatism and sharing expertise are the key values set forth by ENAP and its consultants.

Coaching

ENAP offers three types of coaching to individuals who wish to define their professional objectives and reach them more quickly, to develop their full potential, competencies and talents or to step back and examine their management practices:

» development coaching, to get a greater mastery of one’s competencies and build one’s career;

» situational coaching, to learn what is necessary to improve one’s professional situation;

» integration coaching, to successfully integrate a new management function.

It also provides a team-coaching service touching upon the factors linked to productivity and effectiveness, as well as those linked to the quality of interpersonal relations.
Evaluation and Career

ENAP is an ideal partner for everything concerning the selection of public managers as well as succession planning by identifying and developing future managers. A variety of certified tools and evaluation methods ensures the effectiveness of ENAP’s competency evaluation services. In addition to responding to organizations’ requests, ENAP offers employees interested in management the opportunity to evaluate their capacity to assume management duties.

ENAP also provides career support services. Through reflection, the use of tools measuring potential and the establishment of career development plans, ENAP supports organizations and individuals in developing talent.

A Centre with Cutting-edge Expertise

In the forefront of best practices, ENAP’s Centre expert innovation et compétences provides expertise in the development of competency profiles and in evaluation for selection, development and succession purposes.

Combining theory and practice and keeping on top of innovative practices in this field, the Centre’s specialists identify and design valid, innovative evaluation tools in accordance with the specific realities of public managers at all levels.

“ENAP’s organizational services team collaborates in the implementation of our innovative strategies supporting the selection and development of the City of Montreal’s managers. Its stakeholders’ cutting-edge expertise, their capacity to work as a team, their sensitivity to clients’ needs, and their commitment are assets that greatly contribute to the success of our projects and the enhancement of organizational management practices.

For all these reasons and for their vast knowledge of public administration, ENAP’s organizational services team is a valuable partner.” [translation]

Jean-François Beauchâtre
Division Head – Organizational Development
Department of Human Capital and Communications
City of Montreal
ENAP INTERNATIONAL

Access to global expertise

www.international.enap.ca

ENAP has been active on the international scene for more than 30 years. It has contributed to the re-thinking and evolution of best practices in the field of public administration. Over the years, it has developed a real expertise in the transfer of knowledge and competencies in public sector management.

ENAP is a leader in public administration consulting and training services. Its international expertise is based on:

- the completion of several major international cooperation projects over the last 30 years;
- interventions in more than 30 countries in Africa, Asia, Europe and the Americas;
- the training of more than 1000 trainers or managers who took one of its programs;
- close links to Quebec public expertise.

Training for Public Managers

Credit Courses

One of ENAP’s unique aspects is its great capacity to adapt the delivery of its masters programs to respond to the specific needs of its international clientele. As a result, it can offer its programs abroad using different formulas that respond to its clients’ needs. Its training programs are offered in French, English and Spanish.

International Program for Development Education Training

The International Program for Development Education Training (IPDET), the result of a fruitful collaboration between the World Bank and ENAP, focuses on the evaluation and monitoring of development programs and projects as well as on results-based management. This strategic four-week program is offered exclusively to an international clientele.

Specialized Training

ENAP has developed specialized training in different aspects of public management adapted to the international context. This training deals with several fields of expertise specific to the realities of the public sector, in particular, results-based management (RBM) and results-based budgeting (RBB). All training activities can be offered in Quebec or abroad. To respond to the more specific needs of public administrations, ENAP can also develop and implement customized training.
Consulting Services

ENAP is regularly invited to formulate opinions and advise government authorities from different countries on questions of modernization of the State and public-service reform. The University is an ideal partner for projects involving support for:

- translating strategy into action when dealing with key administrative reforms;
- reviving or providing national schools of administration.

ENAP also assists the public administration of different countries in the following areas:

- performance management in the public sector;
- human-resource management and leadership in the public sector;
- decentralized management of the State;
- sustainable development;
- strategic management of the State.

Institutional Relations and University Cooperation

ENAP also maintains relations with several universities, associations and institutes that are active in the area of public administration at the international level. This involves:

- institutional relations via participation in international forums, adhering to international organizations and associations and forming strategic partnerships;
- interuniversity cooperation, including student and faculty mobility, internships, research projects, organization of conferences and joint training programs.

Close links to Quebec public expertise

Thanks to decades of collaboration with experts who have worked to reform and modernize Quebec’s public administration, ENAP can count on their efforts in carrying out its international projects. These experts also bring a vast knowledge of cutting-edge expertise that has been developed in the various areas of Quebec public intervention.

This gives ENAP access to one of the most effective public administrations in the world in the framework of its international cooperation activities. As a result, it is able to offer solutions based on the most recent theoretical advances while, at the same time, reflecting concrete public-administration practices.
“ENAP is recognized as a university and a professional school with much experience in accompanying African countries that have embarked on modernizing their administration. This is why we have selected ENAP to accompany Guinea in installing a National School of Administration (ENA). In addition, we are developing a partnership for our State modernization program. We have great expectations and we know that ENAP has the means to satisfy them. We are collaborating with professional stakeholders, senior advisors, and all this is done in a motivating, participative and friendly atmosphere.” [translation]

Sékou Kourouma
High Commissioner for State Reform and Modernization of the Administration
Guinea
The Centre for the Development of Women in Governance
(Le Centre de développement femmes et gouvernance)

The Centre was created as the result of a joint initiative of Groupe Femmes, Politique et Démocratie and ENAP. The Centre’s activities are centred on three main aspects: politics and democracy, employment and public policies and career development and the development of management competencies. It organizes various training and other activities intended for women from all communities, including:

- École Femmes et démocratie for women who wish to become actively involved in politics;
- continuing education for the development of leadership skills and competencies;
- mentoring in politics;
- awareness of gender-based analysis;
- equal access counselling.

Its experts also carry out research mandates at the request of organizations and participate in international projects.

www.cdfg.enap.ca

SPECIALIZED PARTNERSHIP SERVICES

Le Réseau d’expertise en conseil stratégique

The Réseau d’expertise en conseil stratégique (RECS) was created in association with ENAP and includes experts whose career was spent in the Quebec government as State administrators. Having worked in almost all areas of State intervention, they contribute cutting-edge expertise in a wide variety of sectors.

Types of interventions:

- personalized counselling;
- coaching in project management;
- customized training;
- taking charge of certain sensitive aspects of an issue.

www.recs.enap.ca
QUEBEC CITY (Head Office)
555, boulevard Charest Est
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The official up-to-date version of information contained in this brochure can be found on the ENAP Website: www.enap.ca.
Published by the Communications Department, École nationale d’administration publique.
April 2013