

# ÉTIENNE CHARBONNEAU

École nationale d'administration publique  
4750 avenue Henri-Julien  
Montréal, Québec, Canada  
H2T 3E5

etienne.charbonneau@enap.ca  
Phone: 514 849-3989, 3927#  
[Google Scholar profile](#)

## PROFESSIONAL EXPERIENCE

---

- 2015-            **Associate Professor**, École nationale d'administration publique, Université du Québec
- 2011-2015      **Assistant Professor**, École nationale d'administration publique, Université du Québec
- 2010-2011      **Postdoctoral Fellow**, HEC Montréal

## EDUCATION

---

- 2010            **Ph.D. Public Administration** School of Public Affairs and Administration, Rutgers University
- 2006            **M.A. Policy Analysis** Université Laval
- 2003            **B.A. Political Science** Université Laval

## TEACHING AND MENTORING EXPERIENCES

---

**École nationale d'administration publique**  
Devis de recherche (doctoral)  
Méthodes qualitatives (doctoral)  
Fondements de la pensée en administration publique (doctoral)  
Théories du management public (doctoral)  
Management des organisations publiques (MPA)  
Méthodes de recherche (MPA)

**Rutgers University**  
Public Organizations (MPA)  
Introduction to Public Administration (MPA)

- 2015            **Masters' Thesis Director**  
*Laurentiu Luchi*, graduated  
*Benoit Ladouceur*, graduated  
*Antoine Genest-Grégoire*, graduated
- 2012            *Anais Valiquette-L'Heureux*, graduated (*codirection*)

## RESEARCH AND TEACHING INTERESTS

---

**Performance Measurement**  
Benchmarking, Citizen satisfaction, Social equity in performance measurement

**Public Management**  
**Research Methods**

## AWARDS & DISTINCTIONS

---

- 2015            *Roland Parenteau Prize* – Institute of Public Administration of Canada
- 2014-            *Research Fellow* at the Center for Organization Research and Design (CORD)
- 2009-2010      *Rutgers Excellence Dissertation Fellowship Award*
- 2008-2009      *Rutgers-Newark Graduate School Competitive Pool Funds*
- 2008            *Pi Alpha Alpha* National Honor Society of Public Affairs and Administration

**PUBLICATIONS (students in purple)**

---

- Peer Reviewed Articles**
- forthcoming Charbonneau, É., Bromberg, D. E., and A.C. Henderson. Public Administration and Organizational Theory: Prescribing the Proper Dose. *Public Organization Review*.
- Kim, M., and É. Charbonneau. Caught between Volunteerism and Professionalism: Support by Nonprofit Leaders for the Donative Labor Hypothesis. *Review of Public Personnel Administration*.
- Charbonneau, É., N. Bautista-Beauchesne, and L. Bernier. Public Servants' Appreciation for Themes in Public Administration Scholarship. *Canadian Public Administration*. 62(1).
- 2018 Bromberg, D.E., Charbonneau, É., and A. Smith. Body-Worn Cameras and Policing: A List Experiment of Citizen Overt and True Support. *Public Administration Review*. 78(6), 883-891.
- Charbonneau, É., Bromberg, D., and A.C. Henderson. Steering a Swarm: Compliance and Learning in a Municipal Performance Regime. *Administration & Society*. 50(10), 1447-1477.
- Charbonneau, É., Bernier, L., & Bautista-Beauchesne, N. Punching below its Weight: Canadian Public Administration Scholarship on the World Stage. *Canadian Public Administration*. 61(3), 361-384.
- Genest-Grégoire, A., Charbonneau, É., and D.E. Bromberg. The Sustainability Assumption in Performance Management Reforms: Revisiting the Patterns of Implementation. *Public Organization Review*. 18(4), 525-542.
- 2017 Grosso, A., Charbonneau, É., and G.G. Van Ryzin. How Citizens Respond to Outputs, Outcomes, and Costs: A Survey Experiment about an HIV/AIDS Program. *International Public Management Journal*. 20(1), 160-181.
- Charbonneau, É., and G.G. Van Ryzin. Exploring the Deep Antecedents of Public Service Motivation. *International Journal of Public Administration*. 40(5), 401-407.
- Charbonneau, É., Henderson, A.C., Ladouceur, B., and P. Pichet. Process Tracing in Public Administration: The Implications of Practitioner Insights for Methods of Inquiry. *International Journal of Public Administration*. 40(5), 434-442.
- 2016 Henderson, A.C., and É. Charbonneau. An Examination of Emergency Services Research in Public Administration. *Public Administration Quarterly*, 40(3), 559-588.
- Ladouceur, B., and É. Charbonneau. Portrait de l'évolution de la gestion des risques dans les ministères et les organisations publiques au Québec - 2005 à 2013. *revue Gouvernance*. 13(1), 1-21.
- 2015 Lépine, C., and É. Charbonneau. Les orientations du Livre blanc municipal: Incidences envisagées sur la gestion des petites municipalités. *Organisations et territoires*, 24(1), 105-111.
- Charbonneau, É., Bromberg, D. and A.C. Henderson. Performance Improvement, Culture, and Regimes: Evidence from the Ontario Municipal Performance Measurement Program, 2000-2012. *International Journal of Public Sector Management*, 28(2), 105-120.
- Charbonneau, É., Divay, G., and D. Gardey. Volatilité dans l'utilisation des indicateurs de performance municipale : bilan et nouvelle perspective d'analyse. *Administration publique du Canada*, 58(1): 89-109.
- Charbonneau, É. and F. Bellavance. Performance Management in a Canadian Municipal Benchmarking Regime. *Canadian Public Administration*, 58(1): 110-137.

- Charbonneau, É., and G.G. Van Ryzin. Benchmarks and Citizen Judgments of Local Government Performance: Findings from a Survey Experiment. *Public Management Review*, 17(2): 288-304.
- 2014 Bouchard, N., and É. Charbonneau. Liberty, Equality, Fraternity: A Harmonic Three-Movement Minuet for Publicness Theory. *Administrative Theory & Praxis*, 36(4): 532-538.
- Charbonneau, É., Kim, Y., and A. C. Henderson. Reintroducing the Zone of Indifference: Disengaging the Cogs of Public Service Performance and Citizen Satisfaction. *Public Money & Management* 34(4): 305-308.
- 2012 Charbonneau, É. and G. Nayer. Barriers to the Use of Benchmarking Information: Narratives from Local Government Managers. *Journal of Public Management & Social Policy* 18(2): 25-47.
- Charbonneau, É. and F. Bellavance. Blame Avoidance in Public Reporting: Evidence from a Provincially-Mandated Municipal Performance Measurement Regime. *Public Performance & Management Review* 35(3): 399-421.
- Charbonneau, É. and G.G. Van Ryzin. Performance Measures and Parental Satisfaction with New York City Schools. *American Review of Public Administration* 41(1): 54-65.
- 2011 Charbonneau, É. Assessing the Effects of an Intelligence Performance Regime: Quebec's Municipal Management Indicators, 1999-2010. *International Review of Administrative Sciences* 77(4): 733-755.
- 2010 Van Ryzin, G.G. and É. Charbonneau. Public Service Use and Perceived Performance: An Empirical Note on the Nature of the Relationship. *Public Administration* 88(2): 551-563.
- Schatteman, A.M. and E. Charbonneau. A Comparative Study of Municipal Performance Measurement Systems in Ontario and Quebec, Canada. *International Journal of Public Sector Performance Management* 1(4): 360-375.
- 2009 Charbonneau, E., Riccucci, N.M., Van Ryzin, G.G. and M. Holzer. The Self-Reported Use of Social Equity Indicators in Urban Police Departments in the United States and Canada. *State and Local Government Review* 41(2): 95-107
- Holzer, M., Charbonneau, E. and Y. Kim. Mapping the Terrain of Public Service Quality Improvement: Twenty-five Years of Trends and Practices in the United States. *International Review of Administrative Sciences* 75(3):403-418.
- 2008 Charbonneau, E. and N.M. Riccucci. Beyond the Usual Suspects: An Analysis of the Performance Measurement Literature on Social Equity Indicators in Policing. *Public Performance & Management Review* 31(4):602-619.
- Book Chapters**
- 2018 Charbonneau, É. and N. Bautista-Beauchesne. Churning. In A. Farazmand (Ed.), *Global Encyclopedia of Public Administration, Public Policy, and Governance*. New York, NY: Springer.
- 2015 Bouchard, N. and É. Charbonneau. Analyser l'impact réglementaire : les défis documentaires et les enjeux analytiques. In Moktar Lamari, Jessica Bouchard & Éva Anstett (Eds.), *Analyse d'impact réglementaire (AIR): Balises méthodologiques pour mieux évaluer les réglementations* (pp. 63-102). Québec, QC: Presses de l'Université du Québec.
- Bernier, L. and É. Charbonneau, É. Internalisation des missions et hybridation : les entreprises publiques aujourd'hui. In P. Bance (Ed.), *L'internalisation des missions publiques par les organisations publiques*. Rouen, FR: Presses universitaires de Rouen et du Havre.
- 2012 Charbonneau, É. and Y. Kim. Reconfiguring Performance Information Linking with Accountability: Reporting and Internal Management. *Active Citizen Participation in E-Government: A Global Perspective*, In Manoharan, A. and M. Holzer (eds.), Hershey, PA, Information Science Publisher: 1-19.

- 2011 Holzer, M, Charbonneau, E, and A. Henderson. The State of the Practice of Performance Measurement in Intergovernmental Arrangements in the United States. *Policy, Performance and Management in Governance and Intergovernmental Relations: Transatlantic Perspectives*, In Ongaro, E, Massey, A., Holzer, M., and E. Wayenberg (eds.), Cheltenham, UK, Edward Elgar Publishing: 195-210.
- 2009 Charbonneau, É. Talking Like a Tax Collector or a Social Guardian? The Use of Administrative Discourse by U.S. State Lottery Agencies. in L.M. Imbeau (ed.), *Do They Walk Like They Talk? Speech and Action in Policy Processes*, New York, NY, Springer: 223-240.
- Case Comment**
- 2008 Charbonneau, E. Comments on M. Bryna Sanger’s ‘Getting to the Roots of Change: Performance Management and Organizational Culture’. *Public Performance & Management Review* 31(4):656-657.
- Book Review**
- 2009 Holzer, M. and E. Charbonneau. Waldo’s Perspective. A book review of David H. Rosenbloom, Howard E. McCurdy, eds. *Revisiting Waldo’s Administrative State: Constancy and Change in Public Administration*. *Public Administration Review* 69(1):139-140.
- Teaching Guides**
- 2011 Bromberg, D., and É. Charbonneau. Sustainable Seattle: The Sustainable Indicators & the Sustainable Urban Neighborhood Initiative. In M. Holzer, D. Kong & D. Bromberg (Eds.), *Citizen Participation: Innovative and Alternative Modes for Engaging Citizens - Cases from the United States and South Korea*. published in partnership with the *American Society for Public Administration* and the *National Center for Public Performance*: 55-76.  
ISBN: 978-0-942942-13-2
- 2008 Holzer, M. and E. Charbonneau, eds. *Public Management & Administration Illustrated*. published in partnership with the *Division for Public Administration and Development Management* of the *United Nations Department of Economic and Social Affairs* and the *American Society for Public Administration*, 137p. ISBN: 0-942942-07-8 Also available:  
<http://publish.myudutu.com/published/launch/568/Course7027/Launch.html> Translated into Korean, Chinese and Hebrew.
- Reports**
- 2018 Bautista-Beauchesne, N., et É. Charbonneau. *Rapport d’enquête par sondage sur la satisfaction des participants aux jardins communautaires d’Ahuntsic-Cartierville*. For the Ahuntsic-Cartierville borough. Montréal, QC.
- Divay, G., Boisvert, Y., Caron, L., Caron, D., and É. Charbonneau. *Les défis d’une mutation en grande ville: Diagnostic organisationnel stratégique de la ville de Terrebonne*. For Ville de Terrebonne. Terrebonne, QC. (with L. Lemay et B Mazouz’ collaboration).
- 2016 Divay, G., Belley, S., Boisvert, Y., Charbonneau, É., Charest, É., Gagnon, S., . . . and L. Caron. *Ville de Laval, la mutation administrative d’une organisation municipale ébranlée : une note monographique (2014-2015)*. For *Ville de Laval*. Laval, QC.
- 2011 Bellavance, F., Charbonneau, É., and S. Messier. *Rapport final sur la validation des facteurs d’influence des indicateurs de gestion de la voirie municipale et de l’enlèvement de la neige*. Pour le *Ministère des Affaires municipales, des Régions et de l’Occupation du territoire*. Québec, QC.
- 2010 Bellavance, F., Charbonneau, É., and S. Messier. *Résultats du sondage sur l’utilisation des indicateurs de gestion*. For *Ministère des Affaires municipales, des Régions et de l’Occupation du territoire*. Québec, QC.
- 2009 Holzer, M., Fry, J., Charbonneau, E., Riccucci, N.M., and E. Burnash.. *Literature Review and Analysis Related to Municipal Government Consolidation*. For the *Local Unit Alignment, Reorganization, and Consolidation Commission*. Trenton, NJ.
- Holzer, M., Fry, J., Charbonneau, E., Shick, R., and E. Burnash. *Literature Review and Analysis Related to Costs and Benefits of Service Delivery Consolidation among Municipalities*. For the *Local Unit Alignment, Reorganization, and Consolidation Commission*. Trenton, NJ.
- Holzer, M., Fry, J., Charbonneau, E., Riccucci, N. M., Shick, R., Van Ryzin, G. G., and E. Burnash.

*Overview of the Literature Review and Analysis on Five Subjects Related to the Cost-Efficiency of Municipal Government.* For the *Local Unit Alignment, Reorganization, and Consolidation Commission*. Trenton, NJ.

Holzer, M., Fry, J., Charbonneau, E., Riccucci, N. M., Kwak, S., and E. Burnash. Literature Review and Analysis Related to Measurement of Local Government Efficiency. For the *Local Unit Alignment, Reorganization, and Consolidation Commission*. Trenton, NJ.

Holzer, M., Fry, J., Charbonneau, E., Van Ryzin, G. G., Wang, T., and E. Burnash. Literature Review and Analysis Related to Optimal Municipal Size and Efficiency. For the *Local Unit Alignment, Reorganization, and Consolidation Commission*. Trenton, NJ.

## CONTRACTS AND GRANTS

---

2016-2021	Lamari, M. and three other researchers. Évaluation prospective (ex ante) des mégaprojets au Canada : comprendre et modéliser les risques pour mieux les anticiper. Subvention Savoir financée par le Conseil de recherches en science humaines du Canada. Total award: \$199353.
2015-2017	Divay, G. and seven other researchers. Knowledge mobilization and normative reflexivity for best practices in municipal management. Connection grant. Funded by the Social Science Humanities Research Council of Canada. Total award: \$197911.
2014-2017	Charbonneau, É., Study on the analytical use of performance indicators by municipal managers in Ontario. Grant for New Professors. Funded by the Fonds de recherche du Québec – Société et culture. Total award: \$39366.
2010-2011	Bellavance, F. Charbonneau, É., and M. Guindon. Study on the Factors Influencing the Values of Municipal Management Indicators for Road Maintenance and Snow Removal. Funded by the Ministry of Municipal Affairs, Regions and Territorial Use of Quebec. Total award: \$45000.
2009-2010	Bellavance, F. Charbonneau, É., and M. Guindon. Study on the Use of the Municipal Management Indicators. Funded by Ministry of Municipal Affairs, Regions and Territorial Use of Quebec. Total award: \$45000.
2009	Holzer, M. and then other researchers. New Jersey's Local Unit Alignment, Reorganization, and Consolidation Commission. Department of Community Affairs of New Jersey. Total award: 67200\$US

## SERVICE TO THE DISCIPLINE

---

	<b>Editorial Board Member</b>
2019-	<i>International Journal of Policy Studies</i>
2017-	<i>Public Performance &amp; Management Review</i>
2014-2017	<i>Journal of Public and Nonprofit Affairs</i>
2011-2014	<i>International Review of Public Administration</i>
2010-2012	<i>Public Performance &amp; Management Review</i>
	<b>Section Editor, Emerging Issues</b>
2012-2017	<i>Public Performance &amp; Management Review</i>
	<b>Board Member</b>
2012-2015	<i>Section on Public Performance and Management</i> , American Society for Public Administration
	<b>Ad Hoc Reviewer</b>
	<i>Canadian Public Administration, Equity &amp; Excellence in Education, Governance, International Journal of Emergency Services, International Journal of Public Sector Management, International Public Management Journal, International Review of Administrative Sciences, International Review of Public Administration, Journal of Health and Human Services Administration, Journal of Public Administration Research and Theory, Journal of Public and Nonprofit Affairs, Journal of Public</i>

*Management & Social Policy, Journal of Urban Affairs, Perspective Afrique, Local Government Studies, Policy Sciences, Policy Studies Journal, Public Administration, Public Administration Quarterly, Public Administration Review, Public Management Review, Public Performance & Management Review, Review of Public Personnel Administration, revue Gouvernance, Social Science Journal, Public Performance Measurement and Reporting Network conférence annuelle, Association francophone pour le savoir-ACFAS' annual conference (Chief Evaluator – Public Administration), Academy of Management's annual meeting, Institut d'administration publique de Québec, Springer, World Bank.*

**Assistant Editor**

2009-2010 *Public Performance & Management Review*

**SERVICE TO THE UNIVERSITY**

---

2015- **Doctoral and M.Sc. programs director**  
 2014- **Master's thesis coordinator – Montréal**  
 2014-2015 **Master's thesis coordinator –Quebec City**

**Committee Member**

2012- *Doctoral Program Committee*  
 2011- *Doctoral Students Admission Committee*