



## ***Prof. Jean-Michel EYMERI-DOUZANS***

Age: 54. Married, two sons, French citizen.

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### ***UNIVERSITY PROFESSOR & INTERNATIONAL EXPERT***

## **MAIN FIELDS OF COMPETENCES**

### **RESEARCH**

- Monographic research (qualitative, quantitative) and theoretical work in the social sciences.
- Initiative and leadership of international multidisciplinary research projects and publications.
- Directorship of a research centre (5 years), research teams (20 years) and 14 PhD research projects.
- Evaluation of research teams (CNRS), projects (ANR, ORA, RnMSH) and results (scientific journals boards).

### **HIGHER EDUCATION**

- Teaching experience at all levels, from L1 to doctoral seminar.
- Practice of various types of pedagogical interaction: lectures with large audiences, small-group seminars, reverse pedagogy, serious games, distance and digital etc.
- Habit of sharing knowledge in intercultural context: weekly courses in English for foreign students; visiting professor at many foreign universities.
- Management of curricula: setting-up of several Master programmes, double degrees (France, abroad).

### **UNIVERSITY GOVERNANCE**

- Eight-year experience as vice-rector of Sciences Po Toulouse (1,700 students, 52 scholars, 52 administrative staff, 300 external lecturers): strategic advice to the rector, interim of the rector, participation in the steering committee, chairmanship of exam committees, external representation.
- Management of the international relations: negotiations of MoUs with more than 80 foreign partner universities; reception of foreign delegations; head of delegation for missions abroad; supervision of the welcoming of 200 foreign students per year at Sciences Po Toulouse.
- Experience (17 years) of controlling the budget and voting on the strategic orientations of Sciences Po Toulouse as an elected member of the board of governors and the scientific commission, and (5 years) of the board of a multi-disciplinary doctoral school.
- Responsibility (5 years) of chairing all academic recruitments of the institution as President of the academic recruitment board, then participation in many selection committees.

### **EXPERTISE, TECHNICAL ASSISTANCE & ADVICE TO DECISION-MAKERS**

- Wide experience of undertaking projects, studies and producing reports or policy papers, at the request of French and foreign ministers, two European Commissioners, Directors-General of the Civil Service (and their EUPAN network), regional prefects, presidents of regions, mayors of Toulouse.
- Experience as member of the prospective committee (7 years) then chairman of the scientific council (3 years), French Directorate-General for Administration and the Civil Service (DGAFP), forum for joint reflection on major challenges for PA between senior officials, academics, and experts.
- Long experience of international technical assistance and cooperation for governments and administrative academies of various countries, in the fields of State Reform, statutory laws on the civil service, HRM in the public sector, inter-departmental coordination, e-Gov', back-office reengineering.

## **TRAINING OF PUBLIC MANAGERS**

- Coaching of French/foreign civil servants who return to education at my Master programmes.
- Supervision and realization of frequent training modules for local politicians, foreign delegations of civil servants, and civil servants of the above-mentioned EU Twinning projects.
- Trainer (for 15 years) of senior officials of the European Commission.

## **MEDIA**

- Frequent publication of articles in the national and international press.
- Frequent broadcasted and off-the-record interviews.

## **OVERVIEW OF THE MAIN RESPONSIBILITIES EXERTED**

### ➤ *At Sciences Po Toulouse (France):*

- Exceptional Class Full Professor of Political Science (since 2003).
- First Vice-Rector, in charge of strategic & international development (2010-2016, and since 2021).
- Elected member of the Board of governors (serving 6 terms, 2004-2018n and since 2021).
- Chairman of the Interdisciplinary Academic Recruitment Board (2004-2009).
- Director of the Laboratory of the Social Sciences of Polity-LaSSP (2003-2008).
- Member of the Board of the Doctoral School “Law and Political Science” (2003-2008).
- Founder-Director of the Master Programme “Consultancy & Expertise in Public Action”, University Toulouse 1 Capitole & Sciences Po Toulouse, in double degree with the Faculty of Political Science of the University of Bologna (since 2005).
- Director of the Anglophone University Diploma “Comparative & European studies” (2010-16).
- Member of LabEx SMS-Structuration of Social Worlds (since 2012).
- Elected member of the Scientific Commission (2017-2021).
- Coordinator of the Training Programme for elected local officials (since 2017).
- Member and vice-president of the disciplinary section of the Board of governors (since 2021).
- Elected member of the academic senate of the Federal University of Toulouse (since 2021).

### ➤ *In Paris:*

- Chairman of the Scientific Council of the Directorate-General for Public Administration and the Civil Service (DGAFP), Ministry for the Civil Service & the Reform of the State (2008-2011).
- Co-chair (with Prof. Alistair Cole) of the Working Group “Comparative Political Science of Public Administrations” (SPCA) of the French Political Science Association (2007-2012).
- Member, Section 40, National Committee for Scientific Research, CNRS (2008-2009).
- Evaluator, French National Agency for Research (ANR) (since 2011).
- Member of the editorial board of *RFAP*, the French Public Administration Review (since 2018).
- Head, Chair Ethics of the Executive entourages, Observatory of Public Ethics (since 2018).
- Member of the board of governors of AFSP, the French Association of Political Science (since 2020).
- Member of the scientific council of prefectorial history, Ministry of the Interior (since 2021).
- Member of the steering committee of the GIS “Euro-Lab” (since 2022).
- Senior fellow of the Open Diplomacy Institute (think-tank) (since 2022).
- Member of the jury of the national *concours d’agrégation* (highly competitive exam) for the recruitment of full professors of Political Science (2023).
- Member of the scientific council of the National Network of the *Maisons des Sciences de l’Homme* - RnMSH (since 2023).

### ➤ *At the international level:*

- President (2019-2025) of the European Group for Public Administration (EGPA); Member (2016-19) of the Steering Committee of EGPA; Chairman of Permanent Study Group 17, IIAS, Brussels.
- Member of the Board of the European Alliance for Social Sciences and Humanities (EASSH).
- Member of the College of the International Public Policy Association (IPPA).

- High-level expert for the European Commission and several foreign States.
- Member of the Board of the European Association for Public Administration Accreditation (EAPAA).
- Member of editorial boards: *International Review of Administrative Sciences*, *Public Policy & administration* (Sage), *Public Performance & Management Review* (Routledge), *Revue française d'administration publique*, *Studia Politica*, *Rivista Italiana di Public Management (RIPM)*, *Governance & Public Management Series* (Palgrave); referee for: *Government and Opposition*, *European Political Science Review*, *Swiss Political Science Review*, *Public Administration*, *RIPC*, *Politique européenne*, *Sociologie*.
- Foreign member of the Presidential Committee for Engaged Research, American Society for Public Administration (ASPA).
- Expert for Open Research Area for the Social Sciences (ORA 5 & 6): ANR (France), DFG (Germany), ESRC (UK) and NWO (Netherlands); evaluator for ARACIS (Romania).
- Visiting professor at several universities across Europe.

## **DETAILED CURRICULUM VITAE**

### **HIGHER EDUCATION**

**1987-1990:** Graduate from Sciences-Po Paris, in the “Public Service Section”.

**1991-1992:** Master 1 in Political Science, “*major de promotion*” (valedictorian), Paris I Pantheon-Sorbonne University.

**1992-1993:** Research MA (DEA) in Political Science, “*major de promotion*” (valedictorian), Paris I Pantheon-Sorbonne University.

**1994-1998:** PhD in Political Science, *magna cum laude*, Paris I Pantheon-Sorbonne University.

### **CAREER RECORD**

**1993-1994:** Military service.

**1994-97:** Research Fellow, CRPS-Paris I Pantheon-Sorbonne University. Leading and participation in research projects dealing with Public Administration issues.

**1995-1996:** “*Chargé d'études*”, Ministry for Public Service. Survey on the careers of top civil servants.

**1998:** “*Chargé de mission*”, Ministry for Public Health, reporting directly to Director-General Jean-François Girard. Preparation of a 10-year-assessment of the public health policy, co-writing of a book.

**1997-1999:** Lecturer, Paris I Pantheon-Sorbonne University.

**January-February 2000:** Intern (as future National Seconded Expert at EIPA), Secretariat-General for European Cooperation (SGCI), Services of the Prime Minister. Intensive internship within the core institution for the domestic co-ordination of European affairs in France.

**February 2000-December 2001:** Seconded National Expert & Senior Lecturer, European Institute of Public Administration (EIPA), Maastricht (NL).

*Nota Bene:* In September 2000, secondment at the Permanent Representation in Brussels, under French Presidency. Attendance to the COREPER and Working Parties of the Council of Ministers. Direct experience of EU decision-making.

**2001-2003:** Assistant Professor (with tenure), Paris I Pantheon-Sorbonne University.

**June 2003:** *Major* (valedictorian) of the French *concours d'agrégation externe* (highly competitive exam) for the recruitment of full professors of Political Science.

**Since September 2003:** Full Professor, Sciences Po Toulouse.

**2012-2019:** First Class Professor, promotion on merit by the National Council for Universities-Section 04: Political Science.

**Since June 2019:** Exceptional Class Professor, promotion on merit by the National Council for the Universities-Section 04: Political Science.

## ***INTERNATIONAL AND MULTICULTURAL EXPERIENCE***

**15 years spent abroad:** Europe (the Netherlands, Belgium), Africa (Senegal, Burundi), Latin America (Brazil, French Guyana) and the Caribbean (Dominica, Martinique).

**42 countries visited for professional assignments:** Albania, Argentina, Austria, Belgium, Bosnia-Herzegovina, Brazil, Bulgaria, Chad, Chile, China, Costa Rica, Croatia, Cyprus, Czech Republic, Denmark, Finland, Gabon, Israel & Palestine, Macedonia (FYROM), Germany, Greece, Italy, Japan, Lithuania, Luxembourg, Morocco, Montenegro, The Netherlands, Norway, Poland, Portugal, Quebec, Romania, Russian Federation, San Salvador, Slovakia, Spain, Sweden, Switzerland, Ukraine, United Kingdom, United States of America.

## ***EXPERIENCE IN ACADEMIC GOVERNANCE***

- ***Presidency and effective leadership of a European learned society:*** As President of the European Group for Public Administration/*Groupe Européen pour l'Administration Publique* (EGPA/GEAP), created in 1975, which is located in Brussels and is a major component of the International Institute of Administrative Sciences (IISA/IIAS), I lead with my Executive Committee a multidisciplinary learned society (public administration, public management, political science, political law, sociology, history) that brings together scholars and research centres who study public institutions and policy processes. EGPA's 22 Permanent Study Groups, whose scientific productivity is strong, meet in annual congresses (450 to 650 participants): the numerous papers presented are published in dozens of thematic issues at ranked international journals and many edited volumes with the best publishers (Palgrave Macmillan, Routledge, Oxford University Press, Cambridge University Press, Edward Elgar, Springer, Presses de Sciences Po, Bruylant, etc.).
- ***Policy-making role:*** Created in 1948, Sciences Po Toulouse is a self-governed higher education institution, with a permanent Faculty of 42 academics with tenure, 300 professionals giving additional lectures, an administrative staff of 42 public employees, a total of 1,800 students and trainees, and a budget of 9 million €. Since 2003, I served as: Chairman of the Academic Recruitment Board, Member of the Board of Governors of the Institute, member of the Scientific Council, Director of the main research centre of the Institute (LaSSP), Director of the newly created master's degree. Then, from 2010 to 2016, I served for two terms as the only Vice-Rector of Sciences Po Toulouse, with a delegation covering the strategic and international development of Sciences Po Toulouse. I serve again as Vice-Rector for international relations since 2021.
- ***Human Resource Management:***
  - ***Recruitment:*** As Chairman of the Interdisciplinary Academic Recruitment Board, main responsibility in handling the fair recruitment process of all the faculty (3 grades: full professors, assistant professors, lecturers). Very sensitive role requiring ethics, practical skills, diplomatic abilities, and subtle authority, because of:
    - the number of applicants (80/120 persons for any vacancy of Assistant Professorship).
    - the interdisciplinary nature of the Board, competent for recruiting in many disciplines (Law, Political Science, Economics, Management, Sociology, Information and Communication, etc.), and thus composed of colleagues from all disciplines, with different professional cultures, habits and criteria of excellence to be adjusted.
    - the size of the Board – 18 members – and a rule according to which interviews of candidates must be conducted in plenary.Since 2009, member or chairman of 10+ selection committees (COS) for the recruitment of full or assistant professors at Sciences Po Toulouse and Paris 1, Strasbourg, Toulouse 1 Capitole universities, etc.
  - ***Promotions:*** As Chairman of the Recruitment Board and Member of the Scientific Council, key advising role to the Rector as regards proposals for grade promotion of colleagues, distribution of sabbatical leaves, authorisations of secondments, etc.

➤ ***Successful building of institutions:***

- As Director of the Laboratory of the Social Sciences of Polity (LaSSP): When I was appointed to that position, the LaSSP was a newly born team of 16 colleagues without official recognition. At the end of my term, the LaSSP had become the main research centre in Political Science within the 3 Universities of Toulouse, both in terms of staff (51 members), scientific publications, and contractual activities, and was awarded in 2007 by the evaluators from the Ministry of Higher Education an A mark (scale: A to D) and the national label “*Equipe d’accueil doctoral*”, in recognition of this quick take-off.
- As Founder and Director of the Master CEAP “Consultancy & Expertise in Public Action”: In 2004, Sciences Po Toulouse adapted to the 3-5-8 Bologna model, and I was asked to take with two colleagues the responsibility of building a new Master in Political Science and to negotiate its creation with the Ministry.
- As first President of the newly established Scientific Council of the Directorate-General for Public Administration and the Civil Service (DGAFP), French Ministry of Budget, Treasury and Civil Service (one term): advice, expertise, evaluation and monitoring of public policy, policy proposal and forecast, strategic large-scale planning. This advisory board brought together 10 academics, 10 high civil servants and 4 foreigners (Prof. Geert Bouckaert, Director of the Institut for Public Management, Katholieke Universiteit Leuven; Philippe Bezes, CNRS, CERSA-Université Paris II; Prof. Robert Fouchet, Director of the Institut de Management Public & Gouvernance Territoriale (IMPGT); Denis Fougère, CNRS, UMR “Groupe de recherches en économie et statistique”; Prof. Robert Gary-Bobo, CREST-INSEE; Gilles Jeannot, CNRS, LATTES-ENPC; Prof. Marie-Eve Joel, Université Paris IX-Dauphine; Prof. Dominique Meurs, Université Paris II; Michel Quéré, CNRS, Director of the Centre d’Etudes et de Recherches sur l’Emploi et les Qualifications), Marseille; Luc Rouban, CNRS, CEVIPOF-Sciences Po Paris.

➤ ***Team leadership:***

- As Director of the LaSSP: setting of collective goals, programming of activities, mobilisation of human forces, practical decisions on budget allocations, monitoring of activities, conflict resolution in a very democratic/participative context of leadership by persuasion.
- As Director of MA CEAP: negotiated leadership of a high-level team of academics and external experts. Contacts with public administrations, agencies, third sector and business executives to organise and follow up the internships of our students.

➤ ***Organization of exceptional events:***

- As Co-ordinator of the 9<sup>th</sup> National Congress of Political Science, Toulouse, September 2007 (700 participants, 6 Round-Tables, 33 workshops), and in close contact with the Secretary-General of the French Association of Political Science in Paris, various sensitive organisational tasks: negotiations with sponsors to raise funds, organisation of receptions with the Prefecture and the Municipality, etc.
- As Chairman of the Organizing Committee of the annual Congress of the EGPA (European Group of Public Administration, hosted by Sciences Po Toulouse in 2010: decision, organization, and coordination with the EGPA President Geert Bouckaert (KUL, Belgium) and the IIAS Director-General Rolet Loretan (Switzerland).
- As member of the Steering Committee of the Research Committee on the Sociology of Law (RCSL) World Congress 2013 to be hosted by the IEP of Toulouse in September 2013 under the general label “Sociology of Law and Public Action”.
- As Chairman of the Organizing Committee of the 2015 Anniversary Congress of the EGPA, hosted again by Sciences Po Toulouse in August 2015: decision, organization, and coordination with the EGPA President Edoardo Ongaro and the IIAS Director-General Rolet Loretan.
- As President of EGPA, prospect, negotiation, monitoring with the local Organizing Committees of the annual congresses of that European learned society, since 2019 (Brussels, Lisbon, Zagreb, Athens, Glasgow, ...).

- Chairman of the Organizing Committee, ECPR Joint Sessions of Workshops, Sciences Po Toulouse, April 2023.

## ACADEMIC ACTIVITIES

### ➤ *Main research fields*

**Comparative Politics:** The State in its various forms; national trajectories of “stateness”; regimes and comparative government of EU Member States; with a special focus on comparison of the relations between political power, political advisors, higher bureaucracy, and expertise in policymaking.

**Comparative Public Administration:** administrative cultures, administrative reforms, New Public Management and neo-bureaucracy, public sector re-organization & capacity building, recruitments, careers and HRM, talent management in the Senior Civil Service, ethics, and anti-corruption policies.

**Institutions of the European Union:** multi-level governing processes (EU, national, regional), especially power-games and co-ordination between layers of government in the frame of growing Europeanization.

### ➤ *Courses taught*

#### **Current courses**

- Sociology of the State (BA 2).
- The Governing of Contemporary France (MA 1).
- Public Policies Analysis (MA 1).
- The political regime of France (in English for the DU).
- Comparative Public Administrations in Europe (in English for the DU).
- The institutions of the European Union (MA 1).
- Sociology of Public Action (MA 2).
- Seminar on “Expertise and public decision” (MA 2).
- Doctoral supervision seminar on research methodology (PhD students).
- Socio-History of European Integration (in English, Summer School *Grasping Europe*, MA 1).
- EU Sectoral Policies (MA 2 of the University of Liège delocalised at the *Ecole Supérieure de la Francophonie pour l’Administration et le Management-ESFAM*, Sofia, Bulgaria).
- Management of Rewards in the Public Sector (in English, MA 2 at the Academy of Economic Studies of Bucharest).
- Governing the European Union? Institutions, actors, processes (M2 Politiques et Management Public, Institut des hautes études en administration publique, University of Lausanne).

#### **Past courses at University Paris 1**

- Seminars of Constitutional Law (team of Prof. Jean Gicquel & Prof. Jean-Claude Colliard)
- Political institutions and constitutional law, Préparation au concours de Sciences Po Paris, Centre d’Education Permanente.
- Political sociology.
- Comparative political actors in Europe (BA 2)
- Liberalisms and socialisms, course of History of Political Thought (MA 1)
- EU Institutions (MA 1).
- EU Institutions and policies (seminar, MA 2).

### ➤ *International academic activities (other than congresses, conferences, and publications):*

**2001-5:** Member of the steering committee, Section of European Studies of the French Association of Political Science, chaired by Prof. Paul Magnette (ULB, Free University of Brussels).

- 2001-2:** Co-responsible, with Prof. Pascale Laborier, director of the Marc-Bloch Research Centre, *Freie Universität Berlin*, of a research programme in comparative public administration called “Bringing the top civil servants back in”: three conferences held, in English, with papers from German, British, Danish, Dutch, Irish, Spanish, Italian, Finnish and French researchers, and special issues of scientific journals published afterwards.
- 2002:** Co-organiser with Prof. Françoise Dreyfus, of the international Roundtable “*Pour une science politique de l’administration: retour vers le futur*”, at the French National Congress of Political Science in Lille, involving major EU academics: Edward Page (UK), Jon Pierre (S), Walter Kickert (NL), Arthur Benz (D), Anne Stevens (UK), Alistair Cole (UK).
- 2003-4:** Member of the steering committee of an EU funded INTERREG III-B project, “FEDERES” (Formation Et Développement de l’Expertise des Ressources en Europe du Sud), a network of expertise grouping Castellan, Catalan, Portuguese, and French research institutions.
- 2003-4:** Visiting Professor at the *Université catholique de Louvain* (UCL), Belgium, in charge of the chair on administrative reforms.
- 2004-2005:** Visiting Professor at the University of Tampere, Finland. Lectures in English on comparison of administrative systems within the EU.
- 2005-8:** French responsible, with Prof. Renato Boschi as Brazilian *alter ego*, of an international exchange programme for visiting scholars and students between the Institute of Political Studies of Toulouse and the *Instituto Universitario de Pesquisas do Rio de Janeiro* (IUPERJ), Brazil. Visiting Professor at IUPERJ and University Catholica de Rio, each year.
- 2008-13:** Member of the Group of international experts of the research project (2008-2013) “Politics, Validity and Reliability of New Public Management in Finland: Its History and Its Present Considered from External and Internal Critical Perspectives” directed by Prof. Pertti Ahonen, University of Tampere, Finland.
- 2008-13:** Member of the Sounding Board of a research programme on the history of transatlantic transfers of administrative ideas during 20<sup>th</sup> Century, dir. Prof. Fritz Sager, University of Berne.
- 2009-15:** Expert of the multiannual research programme “The Twin Faces of State Reform in the UK, France, Spain and Belgium: A Detailed Research Description”, dir. Prof. Cole & Prof. Loughlin, University of Cardiff, subsidized by Foundation Leverhulme.
- 2010-2019:** Co-director of the Master Programme “Consultancy & Expertise in Public Action” delocalised at the New Bulgarian University (Sofia) and the ESFAM, with the support of the *Agence Universitaire de la Francophonie* (AUF) and the French Embassy.
- 2010-2011.** Distinguished Visiting Fellow, Cardiff University, Wales, UK, Department of Political Science.
- Since 2011:** Visiting Professor, University of Bologna “*Alma Mater Studiorum*”, Faculty of Political Science and co-responsible of a double degree with *Laurea magistrale in Politica, Amministrazione e Organizzazione*.
- 2013-2021:** Co-director of the Francophone Master “Consultancy & Expertise in Public Action” delocalised at *Université franco-gabonaise Saint-Exupery* (UfgSE), Libreville, Gabon, with the support of the French Embassy.
- 2016-2020:** Visiting Professor, Master in Management, HEC, University of Liège.
- Since 2020:** Visiting Professor at the Faculty of Public Administration of the Academy of Economic Studies (ASE) of Bucharest.
- Since 2021:** Visiting Professor at the Department of Social Sciences of the University A. Mira of Bejaia, Algeria, within an Erasmus+ Project, Action Module Jean Monnet.
- Since 2022:** Foreign member of the Engaged Research Presidential Committee of ASPA (American Society for Public Administration).
- 2023-24:** Visiting Professor at the Faculty of Law of the University of Lausanne, IDHEAP, Switzerland.

◆ **Publications and communications:**

➤ **Doctoral dissertation:**

*Les gardiens de l'Etat. Sociologie des énarques de ministère (The State Guards. A sociology of ministerial departments' "énarques"*, PhD dissertation, Paris 1 University, 1999, 936 p.

➤ **Eleven volumes + two forthcoming:**

1. *Les administrateurs civils. Carrière et débouchés (Civil administrators. Careers and Perspectives)*, Paris, La Documentation française, 1997.
2. (with J.-F. Girard), *Quand la Santé devient publique (When Health Becomes Public)*, Paris, Hachette, 1998.
3. *La fabrique des énarques (The Fabrication of ENA Top Officials)*, Paris, Economica, 2001.
4. *Pouvoir politique et haute administration. Une comparaison européenne (Political Power and Higher Bureaucracy. A European Comparison)*, Maastricht, EIPA, 2001.
5. (with F. Dreyfus), *Science politique de l'administration. Une approche comparative (Political Study of Public Administrations. A Comparative Approach)*, Paris, Economica, 2006.
6. (with Jon Pierre) (Eds.), *Administrative Reforms and Democratic Governance*, London, Routledge, coll. "ECPR Studies in European Political Science", 2011.
7. (with Geert Bouckaert) (Eds.), *La France et ses administrations. Un état des savoirs/France and its Public Administrations. A State-of-the-Art*, Brussels, Bruylant, 2013.
8. (with Xavier Bioy & Stéphane Mouton) (Eds.), *Le Règne des entourages. Cabinets et conseillers de l'Exécutif*, Paris, Presses de Sciences Po, 2015.
9. (with Gildas Tanguy) (Eds.), *Prefects, governors & commissioners. Territorial representatives of the State in Europe*, London, Palgrave Macmillan, 2021.
10. (with Emmanuel Aubin, Jean-François Kerléo et Johanne Saison) (Eds.), *Quelle déontologie pour les hauts fonctionnaires? Enjeux, textes et perspectives*, Paris, Institut francophone pour la Justice et la Démocratie, LGDJ, 2021.
11. (with Marius Profireoiu, Călin Hintea, Laura Mina-Raiu) (Eds.), *TAD 14. The disciplines and the study of Public Administration. Transatlantic perspectives*, Bucarest, Editura Curtea Veche, 2021.

**Forthcoming:**

- (with Marie Goransson and Hussein Kassim) (Eds.), *Coordination at the Core? Executive decision-making in international organizations and the EU*, London, Palgrave Macmillan.
- *The Reign of the entourages?*, "Public Sector Organisation series" (B. Guy Peters & Geert Bouckaert), London, Palgrave Macmillan, forthcoming 2023.

➤ **74 articles, chapters and studies in peer reviewed journals or scientific edited volumes**

1. "De la souplesse dans la rigidité: les corps administratifs à la française", *EIPASCOPE*, n°3/2000, June 2000.
2. "Définir 'la position de la France' dans l'Union européenne. La médiation interministérielle des généralistes du SGCI", in Olivier Nay, Andy Smith (eds), *Le gouvernement du compromis. Courtiers et généralistes dans l'action politique*, Paris, Economica, 2002.
3. "Les gardiens de l'Etat", in Lucien Sfez (ed.), *Science politique et interdisciplinarité*, Paris, Publications de la Sorbonne, 2002, p. 161-174.
4. "Frontière ou marches? De la contribution de la haute administration à la production du politique", in Jacques Lagroye (ed.), *La politisation*, Paris, Belin, 2003, p. 47-77.
5. "Training political scientists for public service", in Lori Thorlakson (ed.), *Professional Practice in European Political Science*, Paris, epsNet Report n° 8, 2003.
6. "Comment se gouvernent les politiques publiques dans les pays étrangers?", in Christian de Visscher (with Jean-Michel Eyméri-Douzans & Gauthier Le Bussy), *La relation entre l'autorité politique et la haute administration. Mise en perspective de la situation au niveau fédéral en Belgique*, Gent,



Academia Press, 2004, p. 21-80.

7. “Free thoughts on political scientists, public service and public policies in Europe”, *European Political Science (EPS)*, vol. 4.1, 2005, p. 109-117.
8. “La machine élitare. Un regard européen sur le 'modèle' français de fabrication des hauts fonctionnaires”, in Hervé Joly (ed.), *Formation des élites en France et en Allemagne*, Cergy, Editions du CIRAC, 2005, p. 101-128.
9. “La gouverne au miroir du néo-management public. Libres propos sur les gouvernants élus, les fonctionnaires gouvernants et l'activité gouvernante aujourd'hui”, *Politique et Management Public*, vol. 23, n° 3, sept. 2005, p. 1-18.
10. “Bureaucratie”, *Dictionnaire des notions, Encyclopaedia Universalis*, 2005, p. 131-132.
11. “La fonction publique aux prises avec une double européanisation”, *Pouvoirs*, n° 117, *Serviteurs de l'Etat*, 2006, p. 121-135.
12. “Stratège, régulateur, ou autre? Quel Etat à l'ère du *soft power*?”, *Le Banquet. Revue politique*, n° 23, mars 2006, p. 163-179.
13. “Comparer les hauts fonctionnaires en Europe. Variations sur le thème de la carrière”, in F. Dreyfus, J.-M. Eymeri(-Douzans) (eds), *Science politique de l'administration. Une approche comparative* Paris, Economica, 2006, p. 28-46.
14. “Conclusion: Pour une sociologie politique comparée des institutions et de l'action publique”, dans F. Dreyfus, J.-M. Eymeri(-Douzans), (eds), *Science politique de l'administration. Une approche comparative* Paris, Economica, 2006. p. 269-283.
15. “Touchée mais pas coulée!. La fonction publique française sous les feux de l'européanisation”, in Philippe Raimbault (ed.), *La puissance publique à l'heure européenne*, Paris, Dalloz, 2006, p. 209-230.
16. Review of Edward Page, Vincent Wright (ed.), *From the Active to the Enabling State. The Changing Role of Top Officials in European Nations*, London, Palgrave, 2006, *West European Politics*, vol. 30, n° 5, Nov. 2007, p. 1207-1228.
17. “Bureaucratie” and “Sociologie des professions”, *Dictionnaire de sociologie* (foreword by Howard Becker), Paris, Encyclopaedia Universalis & Albin Michel, 2007, p. 73-75; p. 607-612.
18. Review of Alexandre Siné, *L'ordre budgétaire*, *Revue internationale de politique comparée*, vol. 14, n° 1, 2007, p. 195-199.
19. (with Didier Georgakakis), “Les hauts fonctionnaires de l'Union européenne”, in Céline Belot, Paul Magnette, Sabine Saurugger, *Science politique de l'Union européenne*, Paris, Economica, 2008, p. 285-312.
20. “Les stratégies de réforme administrative en Europe: essai d'évaluation comparative”, in IGPDE, *Les réorganisations administratives. Bilan et perspectives en France et en Europe*, Paris, Editions du Comité pour l'histoire économique et financière de la France, 2008, p. 115-140.
21. Foreword to Thomas Fromentin, Stéphanie Wojcik (eds.), *Le profane en politique. Compétences et engagements du citoyen*, Paris, L'Harmattan, 2008, p. 5-7.
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24. “A Perspective from France”, in the Symposium “Epistemology and Public Administration” ed. by Andrew Appleton, *PS: Political Science & Politics*, Vol. XLII, July 2009.
25. “Statul actual: un hibrid post-managerialist sau neo-weberian? Remarci liminare”, article in *Studia Politica. Romanian Political Science Review*, X (3), 2010, p. 413-423.
26. Co-Guest Editor (with A. Cole) of the *International Review of Administrative Sciences (IRAS/RISA)* September 2010, Vol. 76 (3), special issue on “State Restructuring and the Reform of the Core Executive in Europe: comparative perspectives”. Personal contribution: A. Cole & J.-M. Eymeri-Douzans, “Introduction: Administrative reforms and mergers in Europe – research questions and

- empirical challenges”, p. 395-406.
27. “Ce que faire l'expert européen veut dire. Essai d'auto-analyse d'un parcours de socialisation”, in Hélène Michel, Cécile Robert (eds), *La fabrique des Européens. L'Europe comme agent, objet et enjeu de socialisation*, Strasbourg, Presses Universitaires de Strasbourg, coll. “Sociologie politique européenne”, 2010.
  28. (with Vincent Dubois, Bastien François, Olivier Nay), participation to the final debate in Jacques Lagroye, Michel Offerlé (eds), *Sociologie de l'institution*, Paris, Belin, 2011.
  29. (with Jon Pierre), “Introduction: Assessing administrative reform”, in J.-M. Eymeri-Douzans, J. Pierre (ed.), *Administrative Reforms and Democratic Governance*, London, Routledge, 2011.
  30. “NPM reforms legacy. A common praxeologic, a variety of acclimatizations, a renewed bureaucratization”, in J.-M. Eymeri-Douzans, J. Pierre (Eds.), *Administrative Reforms and Democratic Governance*, London, Routledge, 2011, p. 9-26.
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  35. Guest Editor (with Françoise Dreyfus) of the special issue “Les concours administratifs en questions”, *Revue française d'administration publique*, n° 142, 2/2012. « Introduction. », p. 305-306.
  36. “Les concours à l'épreuve”, *Revue française d'administration publique* 2/2012 (n° 142), p. 307-325.
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  44. (with Xavier Bioy), “Introduction: une République de conseillers ?”, in J.-M. Eymeri-Douzans, X. Bioy, S. Mouton (eds), *Le Règne des entourages. Cabinets et conseillers de l'Exécutif*, Paris, Presses de Sciences Po, 2015, p. 17-110.

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49. “‘Policistes’ ou ‘fonctionnaires gouvernants’?”, in Hélène Michel, Sandrine Lévêque, Jean-Gabriel Contamin (Eds.), *Rencontres avec Michel Offerlé*, Editions du Croquant, 2019, p. 339-344.
50. “Le technocrate et le Président. Réflexions sur Emmanuel Macron et la haute administration”, in Bernard Dolez, Julien Fretel, Rémi Lefebvre (Eds.), *L’entreprise Macron*, Grenoble, PUG, 2019, p. 201-216.
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54. “Public Administration in France: The Shadow and Light of a Revival”, in Geert Bouckaert, Werner Jann (Eds.), *European Perspectives for Public Administration. The Way Forward*, Louvain, Leuven University Press, 2020, p. 335-349.
55. “Cabinets de l’Exécutif et finances publiques : un regard de politiste”, article in *Gestion & Finances publiques*, n° 1, February 2020, p. 85-92.
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57. (with Gildas Tanguy) “Chapter 6: Social and educational backgrounds of the territorial representatives of the State in nowadays Europe”, in Gildas Tanguy, Jean-Michel Eymeri-Douzans (Eds.), *op. cit.*, p. 121-146.
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62. “Les hauts fonctionnaires et le Prince dans la France d’aujourd’hui: Réflexions sur des ‘liaisons dangereuses’ à l’improbable déontologie”, chapter in Emmanuel Aubin, Jean-Michel Eymeri-

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63. “The study of Public administration in Europe: a Chaos of disciplines?”, chapter in Jean-Michel Eyméri-Douzans, Marius Proftiroiu, Călin Hintea, Laura Mina-Raiu (Eds.), *TAD 14. The disciplines and the study of Public Administration. Transatlantic perspectives*, Bucarest, Editura Curtea Veche, 2021, p. 7-17.
  64. “L’entreprise Macron, une entreprise d’Etat. Réformer la haute fonction publique pour mieux la curialiser?”, in Bernard Dolez, Anne-Cécile Douillet, Julien Fretel, Rémi Lefebvre (Eds.), *L’entreprise Macron à l’épreuve du pouvoir*, Grenoble, PUG, 2022, p. 143-155.
  65. (with Eric Buge), “De quoi l’avènement si tardif de la déontologie gouvernementale en France est-il le nom?”, in Matthieu Caron, Jean-François Kerléo (Eds.), *La déontologie gouvernementale*, Paris, IFJD, 2022, p. 17-33.
  66. “Déterminer et conduire la politique européenne de la France. Un modèle de symbiose du pouvoir présidentiel et du pouvoir administratif”, *RFAP*, n° 181, 2022, p. 13-40.
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  68. “France: under the rule of a contested politico-administrative elite whose legitimacy erodes”, in Andreas Ladner, Fritz Sager, Alexander Bastianen (Eds.), *Handbook on the Politics of Public Administration*, Cheltenham, Edward Elgar, 2022, p. 289-302.
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  70. “Fusion institutionnelle”, article in Manel Benzefara-Alilat, Danièle Lamarque, Gérald Orange (Eds.), *Encyclopédie du management public*, Paris, IGPDE, 2022, p. 340-244.
  71. “Your country needs you! For a new policy of Public Service attractiveness targeting our next generations”, *Transylvanian Review of Administrative Sciences*, Special Issue 2022, p. 52-69.
  72. (with Gildas Tanguy), “Représenter et faire agir l’État dans ses territoires. Variétés et actualité de la figure préfectorale en Europe”, in *Le préfet de demain*, forthcoming 2023.
  73. “Macron’s Reform of the higher Civil Service: Transforming the ‘State Nobility’ into ‘can-do managers’?”, in Susan Collard (Ed.), *Revolution Revisited: the Macron Presidency 2017-2022. The Limits of Political Change in France*, London, Routledge, forthcoming 2023.
  74. “Les entourages des membres du Gouvernement: du secret à la transparence”, in Matthieu Caron, Chloë Geynet-Dussauze, Céline Husson-Rochcongar & Jean-François Kerléo (Eds.), *La transparence gouvernementale*, Paris, forthcoming 2024.

## **91 communications in congresses, conferences, and workshops with selection committees**

1. “Les administrateurs civils issus de l’ENA, une élite administrative?”, AFSP Workshop, Public Policies Group, Paris, IIAP, 29 January 1999.
2. “Diversités et convergences des hautes fonctions publiques européennes. Questions transversales au miroir du cas français”, *Statut et rôle des hauts fonctionnaires dans l’Europe d’aujourd’hui*, Université de Picardie, Amiens, 15 June 2001.
- 3-4. Co-organiser with F. Dreyfus of the international Roundtable “Pour une science politique de l’administration: retour vers le futur”, 7<sup>th</sup> French Congress of Political Science, Lille, 19-20 September 2002.
5. “Hauts fonctionnaires et réformes administratives”, workshop on *Haute administration et Politique*, UCL & KUL, Brussels, 15 May 2003.
6. “Peut-on tirer profit de l’expérience du voisin? Regards croisés sur la modernisation du modèle européen de gouverne et d’administration”, *Moderniser l’Etat. La France et l’Allemagne à l’heure de l’administration électronique*, Deutsch-Französisches Institut, Ludwigsburg (Baden-Württemberg, Germany), 27-28 September 2004.
7. “Développements supra- et infranationaux: de nouveaux défis pour la coordination des politiques publiques”, 4<sup>th</sup> seminar of the European Centre for Regions (ECR)-EIPA, Barcelona (Cataluña), 7-8 October 2004.

8. “La gouverne au miroir du néo-management. Libres propos sur les gouvernants élus, les fonctionnaires gouvernants et l’activité gouvernante aujourd’hui”, 14<sup>th</sup> international conference of *Politiques et Management Public*, “Le management public à l’épreuve de la politique”, Sciences Po Bordeaux, 17-18 March 2005.
9. “Les administrations nationales dans la gouverne de l’Union européenne: quel institutionnalisme sociologique comparé?”, conference of *Politique européenne*, Sciences Po Paris, 21-22 October 2005.
10. “France: No rewards but privileges”, Panel “Rewards of High Public Office”, chaired by B. Guy Peters et Marleen Brans, European Consortium of Political Research Joint Sessions, Nicosia (Cyprus), April 2006.
11. “When Reforms Become Permanent. In Search of Evaluation Lost”, Panel RC32-1: Evaluation of Public Sector Reforms: ‘Transaction Costs’ as the ignored dimension, 20<sup>th</sup> IPSA World Congress, Fukuoka, Japan, 9-13 July 2006.
12. “L’expertise pour la Commission européenne”, seminar on *Les figures de l’expertise communautaire*, ACI “Gouverner l’Europe par les comités d’expert” (Cécile Robert, Olivier Baisnée), Toulouse, 20 October 2006.
13. “Régionalisations et expériences européennes en matière d’autonomie”, *Réflexions sur la région et son avenir*, University of Fes (Morocco), 20-22 November 2006.
14. Paper at the conference *Réorganiser l’administration*, Institut de la gestion publique et du développement économique (IGPDE), Paris, 1<sup>st</sup> June 2007.
15. Roundtable “French Politics” chaired by Amy Mazur and Andrew Appleton, APSA Congress, Chicago, USA, 30 August-2 September 2007.
16. Co-organiser, with Alistair Cole, of the inaugural panel of the AFSP Working Group “Sciences politique comparée des administrations”, 9<sup>th</sup> Congress of the AFSP, Toulouse, 5-7 September 2007.
17. “Logiques de l’action publique: responsabilité impossible, imputabilité improbable”, conference on *Constitution et responsabilité*, University of Toulouse-Capitole, 5-6 October 2007.
18. “The State of the Art: France and the comparative study of public administration”, Panel “State Reform and State Capacity Building in France?”, 58<sup>th</sup> British Political Studies Association (PSA) Annual Conference, Swansea University, UK, March 2008.
19. Co-organiser, with Alistair Cole and Julien Meimon, of the first working session of the AFSP Group “Science politique comparée des administrations”, on “Les redécoupages de départements ministériels en Europe: politiques structurantes ou *Much ado about nothing?*”, LaSSP, Sciences Po Toulouse, March 2008.
20. Co-organiser with Jon Pierre of the international seminar *Administrative Reform, Democratic Governance, and the Quality of Government*, European Consortium of Political Research Joint Sessions, Rennes, 11-16 April 2008. (participants: Tom Christensen & Per Laegreid, B. Guy Peters, Bo Rothstein, etc.). Personal contribution: “NPM-inspired reforms: a differentiated acclimatisation for a common repertoire of legitimisation”.
21. Organiser of the Panel 24-8 “Governing and Administrating: the French case in Comparative Perspective” in the 104<sup>th</sup> APSA Congress, Boston, USA, 28-31 August 2008 (participants: Andrew Appleton, Alistair Cole, Françoise Dreyfus, Edward Page). Personal contribution: “Why French civil servants remain so powerful in comparison with their European colleagues?”
22. (with Prof. Jean-Philippe Genet) “L’Etat”, *Histoire médiévale et sciences politiques. Rencontres et non-rencontres*, organised by the AFSP Group “Histoire et politique” (GRHISPO) and the Laboratoire de médiévisitque occidentale de Paris (LAMOP-Paris 1), Ecole normale supérieure, Centre Maurice Halbwachs, Paris, 18 September 2008.
23. Co-organiser (with Julie Gervais) of the seminar *Fusions et réorganisations administratives en Europe*, LaSSP-IEP de Toulouse, 26 September 2008.
24. “Ce que faire l’expert pour la Commission européenne veut dire. Essai d’auto-analyse d’une trajectoire de socialisation”, *L’Europe: objet, agent et enjeu de socialisation*, Laboratoire Triangle, Sciences Po Lyon, 9-10 October 2008.

- 25-26.** Co-organiser (with Julie Gervais) of the seminar *Les cultures administratives. Socialisations, communalisations, logiques d'action*, “Science politique comparée des administrations” SPCA Group of the AFSP, Projet 6, cluster 14, Sciences Po Lyon, 21st November 2008, Personal contribution: Introduction and “Pour une sociologie de l’Etat à l’état de culture. Le cas des énarques de ministère”.
- 27-28.** Co-organiser (with Per Laegreid) of the Panel “Administrative Reforms Today: From NPM Models to Neo-Weberian Bureaucratization?”, Research Committee 27: Structure and Organization of Government (SOG), 21<sup>st</sup> IPSA World Congress, Santiago de Chili, July 2009. Personal contribution: Introduction and “Towards a post-NPM/neo-Weberian Hybrid State: the Case of France” (other participants: Tom Christensen, Robert Gregory, John Halligan etc.).
- 29-30.** Co-organiser (with Alistair Cole) of the Section *L’Etat de la France. La ‘fin d’une exception’ mise en perspective comparée*, “Science politique comparée des administrations” (SPCA) Group, 10th AFSP Congrès, Grenoble, 7-9 September 2009 (other participants: Pierre Birnbaum, Françoise Dreyfus, Jean Leca, Ed Page, Guy Peters, Frédéric Varone, Christian de Visscher). Personal contribution: Introduction and “Quelle ‘direction administrative’ pour l’‘entreprise politique’ étatique dans la France d’aujourd’hui?”
- 31-32.** Panel Chair, n° 453 “Organizing Policy Advice”, Section “Organizing Government: Theoretical and Empirical Perspectives”, European Consortium of Political Research, Potsdam, 10-12 September 2009 (other participants: Joel Aberbach, Werner Jann, Anchrit Wille, etc.). Personal contribution: Introduction and “French administrative ‘co-governors’ as a policy-making elite: permanence and changes”.
- 33.** “The French State and its fragilized elites”, Panel “The State of the State (in France)”, PSA Annual Conference (British Congress of Political Science), Edinburg, 30 March 2010.
- 34.** Organiser of the international conference of the SPCA Group: “Les concours administratifs: de la plasticité d’une forme institutionnelle”, Sciences Po Toulouse, 6-7 May 2010.
- 35.** Co-organiser (with Geert Bouckaert, EGPA President) of the Special Panel “L’étude des administrations publiques en France: un état des savoirs”, EGPA Annual Conference, Toulouse, 8-10 September 2010. Personal contribution: Introduction and “Que font les énarques en administration centrale? Elements d’observation ethnographique”.
- 36.** “Démocratisation de la bureaucratie: Réalisable? Souhaitable? Quel modèle? Le cas français”, *Bureaucratie et Démocratie: une approche comparative France-Japon*, Maison Franco-Japonaise & Keio University, Tokyo, Japan, 23-24 October 2010.
- 37.** “French administrative ‘co-governors’ as a policy-making elite: permanence and changes”, conference on Contextualising and comparing elites across sectors and nations, Centre franco-norvégien en sciences sociales et humaines, Fondation Maison des Sciences de l’Homme, EHESS, Paris, 27-28 October 2010.
- 38.** “Quels managers pour nos administrations publiques? Réflexions à partir du cas français”, Franco-Russian conference on *Economie, politique et société : nouveaux défis et perspectives*, HSE-Research University of Moscow, 28-29 October 2010.
- 39.** Co-organiser (with Alistair Cole) of the Panel “Sarkozy’s State”, 61<sup>st</sup> PSA Annual Conference (British Congress of Political Science), London, 19-21 April 2011. Personal communication: “Elites and the State in Sarkozy’s France”.
- 40.** “Prospective institutionnelle de l’UE: problèmes et débats”, 8<sup>th</sup> regional conference *Problèmes actuels de l’intégration européenne de l’Ukraine*, Dniepropetrovsk (Ukraine), 19 May 2011.
- 41-42.** Co-organiser (with Sabine Kuhlmann) of the thematic session n° 25 of the SPCA Group “Les administrations publiques en réforme(s): une comparaison Allemagne-France”, 11<sup>th</sup> AFSP Congress, Strasbourg, September 2011. Personal contribution: Introduction and “L’Allemagne et la France sont-elles des ‘NPM laggards’? Observations critiques sur un stéréotype international”.
- 43.** Co-organiser (with Gildas Tanguy) of the international seminar of the EGPA Permanent Study Group “Sociology of the State: Reforms & Resilience”, *Figures du Préfet: une comparaison européenne*, Sciences Po Toulouse, 17-18 November 2011. Personal contribution: Introduction and “Qu’est-ce qu’incarner ‘la Préfecturale’ à ‘la Centrale’? Pratiques et rhétorique des préfets et sous-préfets en

poste dans les ministères”.

44. “A minister is not an individual! Remarks on the collective nature of nowadays ministerial role”, Panel “Research on the Executive branch” (convenor: Wyn P. Grant), 22nd IPSA World Congress, Madrid, July 2012.
- 45-46. Co-organiser (with Aurélien Buffat & Gildas Tanguy), of the Panels of the EGPA Permanent Study Group “Sociology of the State: Reforms & Resilience”, on *Look at the s(S)tate of Prefects!/Etudier les Préfets dans tous leurs é(E)tats*, EGPA Annual Congress, Bergen (Norway), 5-8 September 2012.
47. “Prefects: a compared research agenda”, conference on “Opening the Prefectoral Box. A compared Perspective on Prefects and States in the EU”, Roma, Scuola Superiore dell’Amministrazione dell’Interno (SSAI), 4<sup>th</sup> October 2012.
48. “Pourquoi et comment comparer les cultures administratives?”, conference for the 10<sup>th</sup> anniversary of the LaSSP “Entre sciences juridique et politique. Consensus & dissensus disciplinaires et intellectuels”, Sciences Po Toulouse, 19-20 October 2012.
49. Co-organiser (with Gildas Tanguy) of Thematic Session n° 2, “‘Seizing the State’ by its ordinary writings. Issues, methods, objects”, 12<sup>th</sup> AFSP Congress, Paris, 9-11 July 2013.
50. Co-organiser (with Gildas Tanguy) of the Panel “How To Do a Rule And What to Do With It? Bureaucrats Between the Fabrication and Usages of Legal Rules”, ISA/RCSL (Sociology of Law) World Congress, Toulouse, 3-6 September 2013.
51. Co-organiser (with Aurélien Buffat & Gildas Tanguy), of the Panels of the EGPA Permanent Study Group “Sociology of the State: Reforms & Resilience”, on *Look at the s(S)tate of Prefects II/Etudier les Préfets dans tous leurs é(E)tats II*, EGPA Annual Congress, Edimburgh (Scotland), 11-13 September 2013.
52. Co-organiser (with Gildas Tanguy) of the Panels of the EGPA Permanent Study Group “Sociology of the State: Reforms & Resilience”, on *Look at the s(S)tate of Prefects III/Etudier les Préfets dans tous leurs é(E)tats III*, EGPA Annual Congress, Speyer (Germany), September 2014.
53. “Reforming the State, an open-ended process. Lessons from France”, communication presented to the international Conference “Humanities and Social Sciences Today. Classical and Contemporary Issues”, 7-10 May 2015, organized by the Romanian Academy, Iasi.
54. Co-organiser (with Gildas Tanguy) of Thematic Session n° 28 “Ethnographier les institutions. Un impératif empirique”, 13<sup>rd</sup> French Congress of Political Science, Aix-en-Provence, 22-24 June 2015.
55. Co-organiser (with Daniela Piana) of the Panels of the EGPA Permanent Study Group “Sociology of the State: Reforms & Resilience”, EGPA Annual Congress, Toulouse, August 2015.
56. Communication to the National Congress of the Russian Association of Political Science, Moscow, 19-21 November 2015.
57. “Migrants & Refugees as a Challenge to the Nation-State in a Post-Modern World”, paper presented at the Conference on European Democracy (EuDEM) 2016 – “Return to Politics: Is Europe Prepared for It?”, *Diplomatische Akademie Wien*, Vienna, 25-26 april 2016.
58. Co-organiser (Convenor & Co-Chair), with Prof. Mauro Calise, of the Panel “‘Cabinets ministériels’, SPADs & other collaborators of the Executive: the Reign of the Entourages?”, and individual paper entitled “What is so Typically French with the ‘cabinets ministériels’ in Nowadays Fifth Republic?”, 24th World IPSA Congress, Poznan, 23-28 July 2016.
59. Co-organiser (with Daniela Piana) of the panels « Sociology of the State: Reforms & Resilience », 39<sup>th</sup> EGPA annual conference, Utrecht, 24-26 August 2016.
- 60 & 61. Convenor & chair of the Panels « Between politics and public administration: the reign of the entourages? », 2017 International Congress of the International Institute of Administrative Sciences (IIAS), Aix-en-Provence, 30 May-2 June 2017. Two communications « Introduction: towards a worldwide “reign” of the entourages? Some research questions and perspectives » & « The French model of ‘cabinets ministériels’ in question », co-animation of the final roundtable.
62. Co-organiser (with Michel Mangenot) of the panel n° 40 “Core Executives: Do Secretariats-General Matter?”, 14<sup>th</sup> Congress of AFSP, Montpellier, 10-13 July 2017. Communication: « Les administrations d’état-major face au “Règne des entourages”. Pour une comparaison internationale ».
- 63 & 64. Co-organiser (with Daniela Piana), of the panels “Sociology of the State: Reforms &

- Resilience”, 40<sup>th</sup> EGPA annual conference, Milan, 30 August-2 September 2017.
65. « La coordination interministérielle par le SGG », communication (with Michel Mangenot) to the opening roundtable of the annual seminar ENA-University Paris 1-Tepsis « La coordination de la décision dans le travail gouvernemental », ENA, Paris, 16 November 2017.
  66. “The study of Public administration in Europe: a Chaos of disciplines?”, keynote speech to the Opening session of the 14<sup>th</sup> Trans-Atlantic Dialogue (TAD 14) between EGPA and the American Society for Public Administration (ASPA), Bucharest University of Economic Studies, 7<sup>th</sup> June 2018.
  - 67 & 68. Co-organiser (with Marie Goransson and Michel Mangenot) of the panels “Sociology of the State: Reforms & Resilience”, 41<sup>st</sup> EGPA annual conference, Lausanne, 5-7 September 2018. Introduction and own communication: “The Secretariat-General of the Government and the interdepartmental coordination in France”.
  69. “Are the HRM repertoire and the public service ethos compatible in nowadays public administration?”, keynote speech, Session 1: Management Challenges in Public & Private Organizations”, 2<sup>d</sup> icESS (International Conference on Economics & Social Sciences), Bucharest University of Economic Studies, 4-5 April 2019.
  - 70 & 71. Co-organiser (with Marie Goransson and Michel Mangenot) of the panels “Sociology of the State: Reforms & Resilience”, 42<sup>d</sup> EGPA annual conference, Belfast, 11-13 September 2019. Introduction and own communication: “At the Core of the French Executive: the SGG”.
  72. “Cabinets ministériels et finances publiques: un regard de politiste”, communication at the conference “Cabinets ministériels et finances publiques”, Sciences Po Lille & Observatory for public ethics, Lille, 20 September 2019.
  73. “Introductory Remarks: Why do we need Innovation in the Public Sector?”, Opening session, 15<sup>th</sup> Administration & Public Management International Conference “Innovation in the public sector”, Bucharest University of Economic Studies, 18-19 October 2019.
  74. “A Modest Cog or the Centre of the French State? The Secretariat-General of the Government in action”, communication presented to the Workshop on the coordination between political and administrative institutions in Nordic and other OECD countries organised by B. Guy Peters, Mads Dagnis Jensen, Flemming Juul Christiansen and Christel Koop, Copenhagen Business School, 12-13 December 2019.
  75. “Public administration as a professional craft and an academic discipline facing the COVID-19 pandemic crisis”, Opening session, 16<sup>th</sup> Administration & Public Management International Conference, Bucharest University of Economic Studies, 23-24 October 2020.
  76. Co-convenor (with Gildas Tanguy) of the francophone panel “Continuité et adaptabilité: préfets et autres représentants territoriaux de l’Etat dans la gestion de la crise du COVID-19”, IIAS 90<sup>th</sup> Anniversary e-Conference “Public Governance for Climate Action”, 15-18 December 2020.
  77. “L’entreprise Macron, une entreprise d’Etat. Réformer la haute fonction publique pour mieux la curialiser?”, communication at the seminar “L’entreprise Macron (2)” organised by Bernard Dolez, Anne-Cécile Douillet, Julien Fretel, Rémi Lefebvre, University Paris 1/University of Lille, 20 May 2021.
  - 78 & 79. Co-organiser (with Marie Goransson and Michel Mangenot) of the panels “Sociology of the State: Reforms & Resilience”, 43<sup>d</sup> EGPA annual conference, Brussels, 7-10 September 2021. Introduction and own paper: “France will always be France! How the changing EU polity strengthens the President’s domination and technocrats’ control over European affairs”.
  80. “Resilience and the need for better coordination for our post-COVID public administrations”, opening remarks at the opening session, 17<sup>th</sup> Administration & Public Management International Conference, Bucharest University of Economic Studies, 15 October 2021.
  81. “Time & leadership: what do we know about administrative leadership in and for an uncertain time?”, paper presented to the 12<sup>d</sup> Trans-European Dialogue (TED2022) between EGPA and NISPACEE, “Bureaucratic Transformations: Longitudinal Perspectives on Local and (Supra)National Public Administration”, University of Bergen, 23-25 February 2022.
  82. “Les temporalités des processus décisionnels et des politiques publiques”, communication at the conference “Temporalités dans l’administration publique française”, organized by the Gutenberg Chair (Prof. Isabelle Fortier) with the INSP (French National Institute of the Public Service), Strasbourg, 24<sup>th</sup> June 2022.



- 83 & 84.** Co-organiser (with Hussein Kassim) of the panels “Sociology of the State: Reforms & Resilience”, 44<sup>th</sup> EGPA annual conference, Lisbon, 6-9 September 2022. Introduction “Coordination at the Top. Governments and secretariats-general of the Executive in Europe. Introductory remarks & preliminary thoughts” and own paper: “Policy coordination at the Top in France: an interplay between a Jupiterian presidency, a robust centre of government, reigning entourages, and rival technocracies”.
- 85.** “France will always be France! Putting the ministerial cabinets under Macron in wider context (2017-2023)”, paper presented at the panel “The adviser Elite. Power & influence in the backrooms of Government”, ECPR Joint Sessions of Workshops, Sciences Po Toulouse, 25-28 April 2023.
- 86 & 87.** Co-organiser (with Marie Goransson) of the Panels “Sociology of the State: Reforms & Resilience”, 45<sup>th</sup> EGPA annual conference, Zagreb, 5-8 September 2023. Introduction “Questioning the Reign of the Entourages. Ministerial cabinets, policy advisers, and other collaborators of the Executive within the European Union” and own paper: “The reigning entourages of the Executive in France: putting Macron’s limited “disruption” into perspective”.
- 88.** “How to increase public service attractiveness in the eyes of the Z and Alpha generations?”, keynote speech at the opening session, 19<sup>th</sup> Administration & Public Management International Conference, “Excellence in Public Administration through Human Resource Management Innovation and Digital Transformation”, Bucharest University of Economic Studies, 20-21 October 2023.
- 89.** “The French case”, paper presented to the research seminar “National Coordination and the European Union” co-organised by Eva Heidebreder and Hussein Kassim, Italian-German Centre for European Dialogue, Villa Vigoni, Lake Como, 4-6 December 2023.
- 90.** “Macron’s Reform of the higher Civil Service: Transforming the ‘State Nobility’ into ‘can-do managers’?”, paper to be presented at the panel on Macron’s France chaired by Susan Collard, 74th PSA Congress, University of Strathclyde in Glasgow, 25-27 March 2024.
- 91.** “Policy-making coordination within the Core Executive of EU Member States”, paper to be presented at the Panel « Policy Planning and Coordination », 32d Annual Conference of NISPACEE, Tbilissi, Georgia, 23-25 May 2024.

➤ **17 other invitations as chair/discussant/panellist in scientific events**

1. Chair, 21<sup>st</sup> annual conference of the Deutsch-Französisches Institut, “La politique éducative en mutation”, Ludwigsburg, 23-25 June 2005.
2. Discussant, with Jean Leca, workshop *Les nouvelles relations entre pouvoir politique et haute administration. Perspectives comparatives*, organised by the CERSA, Paris, 12 December 2006, on Edward Page & Vincent Wright (eds.), *From the Active to the Enabling State. The Changing Role of Top Officials in European Nations*, London, Palgrave, 2006.
3. Discussant, conference *L'étranger comme ressource politique*, organised by Christian Le Bart and Thomas Frinault, CRAPE-IEP de Rennes, 26 April 2007.
4. Discussant, conference *Agents des services publics face au(x) politique(s): recrutements, carrières, pratiques professionnelles*, Laboratoire “Enquêtes, Terrains, Théories” (ETT) du Centre Maurice Halbwachs (ENS/CNRS/EHESS), Paris, 25 September 2007.
5. Chair and discussant, Working Group “Evaluation et performance”, First Euro-Mediterranean Dialog on Public Management, co-organised by the European Group of Public Administration (EGPA), IMPGT and the ENA, Aix-en-Provence, 10-11 October 2008.
6. Discussant, Panel 5 “The Institutional Dimension of New Public Management”, Conference on *New Public Management and the Quality of Government*, organised by the IPSA Research Committee “Structure and Organization of Government” and the Quality of Government Institute, University of Goteborg, 12-15 November 2008.
7. Co-Organiser and co-chair (with Christoph Reichard and Frank Bannister) of the Doctoral Symposium of the 32<sup>nd</sup> EGPA Annual Conference Toulouse, 6-7 September 2010.
8. Chair and discussant of the Session on “Désajustements et déprofessionnalisations”, conference on “Nouvelles professions et nouvelles professionnalités de l'action publique”, CERTOP-University Toulouse Le Mirail, 10 February 2011.

9. Invited speaker with Prof. Ed Page (LES) and Prof. Geert Bouckaert (KUL-IISA), Roundtable « Y a-t-il une spécificité française en matière de recrutement des hauts fonctionnaires? », Conference on the diversification of profiles in the higher civil service (25th anniversary of the ENA ‘third concours’), Paris, ENA, 2 April 2015.
10. Co-organiser and co-chair of the PhD Symposium, 37<sup>th</sup> EGPA Annual Conference, Toulouse, 24-25 August 2015.
11. Co-chair (with William Resh, Turo Virtanen et Diana Iancu) of the “Workshop 2: Philosophical, sociological and organization theory perspectives on public administration and public leadership”, 14<sup>th</sup> Trans-Atlantic Dialogue (TAD 14) between EGPA and the American Society for Public Administration (ASPA), Faculty of Public Administration of the Bucharest University of Economic Studies, 7-8<sup>th</sup> June 2018.
12. Co-president *ex officio*, with my *alter ego* György Hajnal, President of NISPAcee, of the 11<sup>th</sup> Trans-European Dialogue (TED2020) between EGPA and NISPAcee, organised by the Institute for Public Policies, University Comenius, Bratislava, 11-13 February 2020.
13. President-discussant of the Panel “Eurasia: Public Governance in Times of Crisis. Europe-Asia Perspectives”, EGPA-IASIA 2020 e-Conference, 1-4 September 2020.
14. Discussant of the Panel “German Public Administration: Background and Key Issues” co-organised by Sabine Kuhlmann and Dieter Schimanke, IIAS 90<sup>th</sup> Anniversary e-Conference “Public Governance for Climate Action”, 15-18 December 2020.
15. “Les analystes de politiques publiques: chercheurs ou conseillers du prince?”, panel with Frédéric Varone, Marie-Hélène L’Heureux and Romain Pasquier, « Table-ronde sur les politiques publiques au 21<sup>e</sup> siècle: analyse, pilotage et prospective » webinar co-organised by Nathalie Schiffino (UCL) and Steve Jacob (University Laval) with OBVIA (Observatoire international sur les impacts sociétaux de l’intelligence artificielle et du numérique), 18 October 2021.
16. Co-president *ex officio*, with my *alter ego* Calin Hintea, president of NISPAcee, of the 12<sup>th</sup> Trans-European Dialogue (TED2022) between EGPA and NISPAcee, “Bureaucratic Transformations: Longitudinal Perspectives on Local and (Supra)National Public Administration”, organised by the University of Bergen, 23-25 February 2022.
17. Co-president *ex officio*, with my *alter ego* Eka Akobia, president of NISPAcee, of the 13<sup>th</sup> Trans-European Dialogue (TED2024) between EGPA and NISPAcee, “Digital governance in the age of AI: evolving policies, regulations, and practices”, organised by the Faculty of Law of the University of Zagreb, in Dubrovnik, 7-8 March 2024.

➤ **7 invited articles in professional journals**

1. “Les soixante ans de l’ENA: quel bilan?”, article in *Regards sur l’actualité*, La Documentation française, n° 320, April 2006, p. 79-85.
2. “Les cabinets ministériels”, article in *Regards sur l’actualité*, La Documentation française, n° 339, March 2008, p. 63-74.
3. “Quels hauts fonctionnaires pour la France de demain?”, article in *Regards sur l’actualité*, La Documentation française, n° 351, May 2009, p. 83-94.
4. “Une meilleure gestion des fonctionnaires?”, article in *Regards sur l’actualité*, La Documentation française, April 2010.
5. “Logiques de la réforme administrative en Europe: une nouvelle gestion publique ‘pour toutes saisons’ ou des acclimations nationales?”, article in *Gestion & Finances publiques*, n° 7, July 2011, p. 459-463.
6. (with Marie-Anne Barbat-Layani, Secretary-General of the Ministries for the Economy and Finances), “Regards croisés sur le Secrétariat general”, article in a special Anniversary Issue of *Action publique. Recherche et pratiques*, n° 9, December 2020, IGPDE, p. 7-12.
7. (with Gildas Tanguy), “Le métier préfectoral dans la France du XXI<sup>e</sup> siècle. Note de cadrage”, article in *Administration. Revue de l’administration territoriale de l’Etat*, n° 271, special issue “Le corps préfectoral, pilier de la République”, October 2021, p. 41-45.

➤ **31 invited lectures, public conferences, keynote speeches, interviews as sole or main speaker**

1. “L’Allemagne et la France, deux ‘grandes puissances’ administratives face au *New Public Management* et à la gouvernance”, dialogue with Dr. Christian Engel in the framework of the Working Group *Modernisation* of the Cellule de prospective de la Fonction publique, October 2001.
2. “Peculiarities and common features of senior civil services of the EU Member States”, lecture at the Department of Political Science, University of Helsinki, Finland, 18 May 2005.
3. (with Françoise Dreyfus), “Pour une science politique de l’administration”, lecture at the annual conference “Servir l’Etat” of Marc Olivier Baruch & Alain Chatriot, EHESS-AHMOC, Paris, 15 December 2006.
4. Conferência “União Européia: Problemas atuais e futuros possíveis”, Instituto Universitário de Pesquisas do Rio de Janeiro, Universidade Candido Mendes (Brazil), 4 June 2007.
5. Seminar “Libres réflexions sur l’économie politique de l’intégration européenne”, Universidade Candido Mendes (Brazil), 5 June 2007.
6. “Which Future for the European Union?”, lecture at the Institute for International Relations (IRI) Catholic University (PUC) of Rio de Janeiro (Brazil), 6 June 2007.
7. “Une Ecole nationale d’administration est-elle indispensable?”, lecture to the *Conférences d’enseignement supérieur*, Cannes, 18 January 2008.
8. “A New Public administration for a New Cycle”, Seminar on “A Reforma da Administração publica” of the Sindicato dos Quadros do Estado, Lisbon (Portugal), 28-29 October 2009.
9. General lecture and debate on State reform, public administration, and civil service (with Akira Nakamura, Shigeru Yamashita, Yoshihiro Hino), Meiji University, Tokyo, Japan, 9 February 2010.
10. “Le programmes de réforme administrative dans les Etats de l’UE: grandes tendances et essai de comparaison”, lecture at the Institut Français, Ambassade de France en Roumanie, Bucharest, 10 June 2010.
11. “Vers un Etat hybride: après le *New Public Management*, une néo-bureaucratie wébérienne?”, lecture at the New Europe College-Institute of Advanced Studies of Bucharest, 11 June 2010.
12. “Services publics et administrations publiques en Europe: concurrence et régulation”, lecture at the New Bulgarian University, Sofia, 7 October 2010.
13. “La figure de l’Etat contemporain entre disqualification et requalification: libres propos d’un wébérien sceptique”, lecture at the Department of Political Science, University of Bucharest, 11 November 2010.
14. “Les réformes administratives en Europe”, conference at the French Institute in Gabon, Libreville, 25 January 2014.
15. “L’Etat au 21<sup>e</sup> siècle: néo-managérial ou néo-wébérien?”, conference at the French Institute in Gabon, Libreville, 10 November 2014.
16. (with Rector Philippe Raimbault & Prof. Antony Galabov) “Réformes administratives et légitimité du pouvoir. Regards croisés”, Inaugural Lecture of the academic year, ESFAM, Sofia, Bulgaria, 30 September 2015.
17. “La déontologie relative aux hauts fonctionnaires”, conference at the French Institute in Gabon, Libreville, 14 October 2015.
18. “Qu’est la 5<sup>e</sup> République devenue? Une République de conseillers”, conference at the CESSP (CNRS & University Paris 1), Paris, 11 December 2015.
19. “Le Règne des entourages?”, public conference, *Ombres blanches* bookshop, Toulouse, 19 January 2016.
20. “Manager l’administration centrale”, conference at the “Public Management Workshop”, ISAM-IAE, Nancy, 24 February 2016.
21. Presentation of the book *Le Règne des entourages. Cabinets et conseillers de l’Exécutif*, Entretiens de l’IRENEE, Faculty of Law, University of Lorraine, 25 February 2016.
22. “Le règne des entourages est-il inévitable?”, conference at the French Institute in Gabon, Libreville, 1<sup>st</sup> December 2016.

23. “Entre influence et influences : la fabrique des décisions publiques”, public conference at the Cycle of conferences Arts & Sciences “Les Découvrades”, Season 2016-17, Toulouse, Meteo-France International Conference Centre, 8th December 2016.
24. Interview for “Coup de pied dans les urnes”, Toulouse School of Journalism, Youtube, 3 May 2017.
25. “Gouvernance et leadership territorial: une relecture critique du *Pouvoir périphérique* à l’aune de la réforme territoriale”, conference given with Senator Eric Kerrouche, in the Training Cycle “Regards croisés sur la gouvernance territoriale”, ENA (National School of Administration), Paris, 20th March 2018.
26. “Regards croisés sur le Secrétariat général de Bercy”, recorded interview with Mrs Marie-Anne Barbat Layani, Secretary-General of the Economic and Finance Ministries, on the 20<sup>th</sup> anniversary of the Secrétariat-General, Paris, Bercy, 21<sup>st</sup> September 2020.
27. “L’exercice de l’Etat: les entourages dans la décision gouvernementale”, Webinar Poli(cri)tique #3 of the French Association of Political Science, with Brigitte Gaiti, Delphine Dulong, Michel Mangenot, Vincent Martigny, 26th January 2021.
28. Presentation of the edited volume *Prefects, Governors and Commissioners. Territorial Representatives of the State in Europe*, PhD seminar of the Institut des Sciences Sociales du Politique (ISP), CNRS-University Paris X Nanterre, 3<sup>rd</sup> December 2021.
29. “Les entourages budgétaires”, seminar of the Groupe de recherches sur les affaires budgétaires (GRAB), organized by Clémence Cardon-Quint and Thomas Helie, Paris, Ecole des Hautes Etudes en Sciences Sociales (EHESS), 17 March 2022.
30. “How to tackle the challenges of career attractiveness in public administrations for future generations?”, presentation (in an EGPA panel with Tiina Randma-Liiv and Bram Verschuere) at the inaugural conference “What common challenges for public administrations in Europe?” of the EUPAN Summer University, Strasbourg, 9-13 May 2022.
31. Panelist, Panel: A Transformed, Modern and Effective State - What role do the Governments have in Modern Economies?, Conference “The Power of Innovation – Rebuilding Trust, Crystalizing the Future”, organized by Project Romania 2030 Association – New Economy Trust (NET), Pullman World Trade Center Hotel, Bucharest, 19<sup>th</sup> October 2023.

➤ **Numerous publications and valorisation activities**

1. “Öffentlicher Dienst in Europa: Report Frankreich”, DGB Schöneberger Forum, Berlin, 7-8 December 2000, published in the trilingual volume *Öffentlicher Dienst in Europa*, 2003.
2. “Le rôle et l’efficacité du Parlement européen”, debate with the MP Laurent Wauquiez, 4<sup>th</sup> session of the European Youth Parliament, Toulouse, 18 April 2005.
3. “Papier de problématique”, workshop “Coopération transnationale et e-government”, in the European Conference on “Gouvernance, expertise et action publique”, *Generalitat de Catalunya & Conseil régional Midi-Pyrénées*, 6 June 2005.
4. Interview “La politisation des emplois”, *La Gazette des communes*, n°40/1858, October 2006, p. 35.
5. “Cet obscur objet du... débat public”, debate with Daniel Boy, Cevipof, Conversation de la Maison Midi-Pyrénées, Toulouse, 21 November 2007.
6. “Les réorganisations administratives”, *Perspective Gestions Publiques*, Institut de la gestion publique et du développement économique (IGPDE), n° 27, May 2008.
7. Interview “Cette réforme peut marquer le début d’un aggiornamento”, *Le Monde*, n° 19802, 25 September 2008, p. 11.
8. Radio interviews on France-Culture and France-Info on the ENA reform 25 September 2008.
9. Interview “La création de nouvelles structures est-elle suffisante pour changer les pratiques administratives?” (with Jean-René Brunetière, Yves Cannac, François Dupuy, Jean Marimbert), conference on “Agences Régionales de la Santé : au-delà des objectifs, la mise en œuvre”, Sciences Po Paris & CNEH, Paris, 28 November 2008.
10. Member of the Scientific Board of the 2<sup>nd</sup> “Rencontres de la Modernisation de l’Etat” organised by *Acteurs publics* (other participants: academics – Bruno Jobert, Pierre Mathiot; politicians – Italian ex-

minister Franco Bassanini; high civil servants – Jean-Michel Charpin, Jean-Baptiste de Foucauld, Jean-Ludovic Silicani), Paris, 8-10 July 2008.

11. “Grand témoin”, Roundtable 3, “Rencontres Internationales de la Gestion Publique” co-organised by the OCDE and the IGPDE, Paris-Bercy, on “Quels dirigeants publics pour demain?”, 25-26 May 2009.
12. Interview in *La Dépêche du Midi*, on “La réforme des collectivités et de la fiscalité locales”, 8 October 2009, p. 12-13.
13. Conference “Face à la crise, quelle action publique?”, Carrefour des Maires, des Elus et des Collectivités Territoriales, *La Dépêche du Midi* with Région Midi-Pyrénées, Toulouse, Parc des Expositions, 9 October 2009.
14. Interview for *Acteurs publics*, section on the administrative reforms in the EU and beyond, “‘Copier-coller’ un modèle étranger est impossible”, February 2010.
15. Member of the Scientific Board of the “Rencontres de la Modernisation de l’Etat” organised by *Acteurs publics*. Chair of the debate on “Comparaison vaut-elle raison?” (with Geert Bouckaert & Sandelle Scrimshaw), Paris, Maison de la Chimie, 5 July 2010.
16. “Présidentielle, législatives: une période-clef pour les hauts fonctionnaires”, interview published on the website *Le Plus de L’Obs*, 29 May 2012.
17. “Hollande/Ayrault: choisir des ministres inexpérimentés, une décision logique”, interview published on the website *Le Plus de L’Obs*, 1<sup>st</sup> June 2012.
18. “Manuel Valls Premier ministre: il a le sort de centaines de fonctionnaires entre ses mains”, interview published on the website *Le Plus de L’Obs*, 1<sup>st</sup> April 2014.
19. Chair of public debates with Turkish writers invited to the 10<sup>th</sup> *Marathon des mots* of Toulouse, 26-29 June 2014.
20. “La diversification des profils dans la haute fonction publique”, interview published in the magazine of the ENA alumni association, *L’ENA hors les murs*, n° 452, June 2015.
21. Member of the organizing team of the “Rencontres des Acteurs publics”, magazine *Acteurs publics*, auprès de Pierre-Marie Vidal. Animation and participation to several public debates (e.g., with Jean-Marc Sauvé, Vice-President of the Council of State), broadcasted on the internet channel *Acteurs publics TV*, Paris, 30 June-2 July 2015.
22. “Les cabinets ministériels co-exercent le pouvoir gouvernemental”, interview in the magazine *Acteurs publics*, December 2015 issue.
23. “Macron doit son ascension à son passage en cabinet? Les ‘entourages’ ont pris le pouvoir”, article published on the website *Le Plus de L’Obs*, 17 January 2016.
24. “Le Maire veut supprimer l’ENA: cette école sert de bouc-émissaire. Sans, ce serait pire!”, article published on the website *Le Plus de L’Obs*, 12 September 2016.
25. “Un ‘spoils system’ ... pour nous dépouiller de quoi?”, article posted on the internet site *Acteurs publics*, 24 February 2017.
26. “Emmanuel Macron veut mettre la haute administration sous pression”, interview with Sébastien Billard, internet site *Tempsreel.nouvelobs.com*, 16 May 2017.
27. “Le président veut ‘mettre sous tension’ les hauts cadres de l’Etat”, interview with Bertrand Bissuel, *Le Monde*, 16 mai 2017.
28. “Fonctionnaires, vous avez dit fonctionnaires?”, interview with Felix Traoré, internet site <http://www.metiseurope.eu>, 17 May 2017.
29. “La ‘politisation fonctionnelle’ de la haute administration tendra à s’accroître”, interview in magazine *Acteurs publics*, n° 128, July-August 2017, p. 102-106.
30. Interview by Hervé Gardette, radio show “Politique!”, France Culture, about ministers’ advisors, 23 February 2019.
31. “Etre énarque donne une indépendance vis-à-vis des ministres”, interview in *Le Monde*, n° 23107, 26 April 2019, p. 8.
32. Interview by Julie Gacon, radio show *Dimanche, et après?*, topic “Sans l’ENA, quel Etat?”, 28 April 2019.
33. “L’ENA se meurt, l’État demeure”, tribune published on the internet site AOC, 29 April 2019.

34. “Les hauts fonctionnaires sont des dominants dociles”, the Great Interview, newsmagazine *Le Un*, n° 247, 30 April 2019, p. 5-6.
35. “A l'étranger, l'ENA est une marque du luxe à la française, comme Chanel ou Vuitton”, interview newsmagazine *Challenges*, published on its internet site, 20 September 2019.
36. “Assurer la continuité et l'impartialité de l'Etat”, interview with Jean-Marc Sauvé, honorary Vice-President of the Council of State and former Secretary-General of the Government, *Revue française d'administration publique*, n° 171, 2019/3, p. 727-743.
37. “La plus britannique des administrations françaises. Le Secrétariat général du Gouvernement”, interview with Serge Lasvignes, former Secretary-General of the Government, *Revue française d'administration publique*, n° 171, 2019/3, p. 745-762.
38. Interview on Franceinfo, Céline Asselot's show, on the criticisms made the report of the Court of Accounts against *Ecole polytechnique*, 25<sup>th</sup> February 2020.
39. Interview “Le rapport Thiriez fait l'impasse sur la maîtrise des coûts de la formation”, on the website of *Acteurs publics*, 26<sup>th</sup> February 2020.
40. “Secrétaires particuliers”, interview, magazine *Society*, n° 136, 23 July 2020.
41. Interview “Il faut saluer la décision de débrancher enfin l'accès direct aux trois grands corps administratifs”, published on the internet site *Acteurs publics*, 13 April 2021.
42. “Pourquoi un concours ‘diversité’ et pour quoi faire ?”, article in magazine *Acteurs publics*, n° 151-152, May-August 2021, p. 42-51.
43. Hearing by the French National Assembly's Finance Committee, Information Mission on Outsourcing, Paris, 24 June 2021.
44. “Le préfet, une exception française?” (with Gildas Tanguy), published on the internet site *La Vie des Idées*, 26<sup>th</sup> April 2022.
45. Interview on France Culture, Emmanuel Laurentin's show “Les termes du débat” on “technocrate”, with Ms Lucile Schmid, 20<sup>th</sup> May 2022.
46. “L'effort sur l'avant-INSP devra être poursuivi et combiné à une réforme des concours d'entrée”, interview by Clarisse Jay, AEF info, *Dépêche* n° 680044, 5th October 2022.
47. “Le classement de sortie est mort, vive la dynamique classante de l'appariement !”, article published on the internet site of *Acteurs publics*, 17 November 2022.

### ➤ Supervisor of 13 PhD research

**2006-14:** Claire Danjoie, *Acteurs privés et politiques de gestion publique du risque dans le cadre des délégations de service public. Le cas des déchets ménagers*. Dr Claire Danjoie is inspector of sanitary and social affairs (French civil servant).

**2008-13:** Claudia Delgadillo, *L'évaluation des politiques publiques sociales. Une comparaison France-Espagne*. Dr Claudia Delgadillo is deputy-director of EMD, School of Management of Marseilles.

**2008-13:** Co-supervision (with Prof. Jordi Capó) of the doctoral research of Lluís Medir Tejado, University of Barcelona (UB), *Les politiques éducatives locales à l'agenda des municipalités: une comparaison France-Espagne*. Dr Medir Tejado is senior lecturer at Universidad de Barcelona (UB).

**2011-17:** Raluca Iugulescu-Lestrade, *Les recompositions institutionnelles de l'État par l'agencification: le cas des Agences régionales de santé et de la régionalisation des politiques sanitaires*.

**2011-22:** Azzédine Badis, “L'Etat magique” en représentations. *Politisations et trajectoires de gouvernementalité au Venezuela, du Nouveau Monde à la “nouvelle patrie” chaviste*. Dr Badis is contractual ‘study engineer’ at CNRS.

**2013-18:** Liana Prigoana, University of Bucharest, *La mise en œuvre des fonds structurels à l'épreuve de la diversité des cultures et structures administratives. Une comparaison France-Roumanie*. Dr Prigoana is a consultant in public affairs in Bucharest.

**2012-2020:** Laura Parvu, *L'aménagement urbain au défi du développement durable. Dans les coulisses de la fabrique urbaine de Toulouse Métropole*. Dr Parvu is a rank A civil servant in a French municipality.

**2014-19:** Yahya Ahmed El Waghf, former Prime Minister of Mauritania, *L'Etat et le marché en Afrique occidentale francophone: le cas de la Mauritanie*. Mr El Waghf is a Member of the Mauritanian Parliament, and currently a minister.

**2014-19:** Sergueï Effremov, assistant at HSE-University of Research of Moscow, *Soutien public aux organisations à but non-lucratif orientées vers la société en Fédération de Russie: évaluation des facteurs*

*politiques par le biais des sciences exactes.* Dr Effremov works in the political staff of the Mayor of Moscow.

**Since 2014:** Senoussi Hassana Abdoulaye, director-general of the National School of Administration (ENA), Chad, *L'évaluation des indicateurs de bonne gouvernance en Afrique.*

**Since 2015:** Lou Bachelier-Degras, *La Francophonie: une affaire de présidents. Etude des institutions présidentielles en charge des affaires francophones sous les présidences gaullistes et socialiste (1958-1994).*

**Since 2019:** Nicolas Vrignaud, *Les interactions entre les métropoles de Toulouse et Montpellier dans la grande région Occitanie.*

**Since 2021:** Louise Edrei, *Vers l'émergence d'une gouvernance institutionnelle résiliente face aux crises urbaines dans l'action publique territoriale : le cas de Toulouse Métropole.*

### ➤ Memberships in PhD defence committees

**26 November 2004:** Thomas Hélie, *Une culture d'équipement. L'Etat et la production des équipements culturels sous la Ve République*, PhD in Political Science, University Paris II, dir. Jacques Chevallier.

**21 November 2005:** Stéphanie Wojcik, *Délibération électronique et démocratie locale. Le cas des forums municipaux des régions Aquitaine, Languedoc-Roussillon et Midi-Pyrénées*, PhD in Political Science, University Toulouse 1, dir. Serge Albouy.

**8 December 2006:** Sylvain Laurens, *Hauts fonctionnaires et immigration en France (1962-1981). Socio-histoire d'une domination à distance*, PhD in Sociology, EHESS, Paris, dir. Gérard Noiriel.

**12 December 2007:** Julie Gervais, *La réforme des cadres de l'action publique ou la fabrique d'un 'nouveau' corps des Ponts et Chaussées. Impératifs managériaux, logiques administratives et stratégies corporatistes (fin du XXe siècle)*, PhD in Political Science, Sciences Po Lyon, dir. Gilles Pollet.

**27 November 2008:** Marianne Sirmen, *La démocratie participative en milieu urbain: les comités de quartier toulousains*, PhD in Political Science, University Toulouse 1, dir. Jacques Poumarède.

**2 December 2008:** Emilie Billand-Curinier, *Concours territoriaux et institutionnalisation de l'emploi public local (années 1970-années 2000)*, PhD in Sociology, EHESS, Paris, dir. Michel Offerlé.

**3 December 2009:** Gildas Tanguy, *Corps et âme de l'Etat". Socio-histoire de l'institution préfectorale (1880-1940)*, PhD in Political Science, University Paris 1, dir. Pierre Birnbaum.

**9 December 2009:** Etienne Penissat, *L'Etat et les chiffres*, PhD in Sociology, EHESS, Paris, dir. Michel Offerlé.

**7 December 2012:** Natacha Gally, *Le marché des hauts fonctionnaires. Une comparaison des politiques de la haute fonction publique en France et en Grande-Bretagne*, PhD in Political Science, Sciences Po Paris, dir. Patrick Hassenteufel.

**17 October 2014:** Olivier Quéré, *L'Atelier de l'Etat. Des instituts régionaux d'administration pour former les cadres intermédiaires de la fonction publique (1966-2013)*, PhD in Political Science, Sciences Po Lyon, dir. Gilles Pollet.

**16 December 2014:** Mariana Géné, *A l'intérieur de la politique. Trajectoires, habiletés et formes de faire de la politique dans le Ministère de l'Intérieur (Argentine 1983-2007)*, Joint PhD EHESS, Paris & University of Buenos Aires (at the UB, in Spanish), co-dir. Michel Offerlé.

**April 2017:** External assessor for Céline Mavrot, *L'émergence de la science administrative en France dans l'immédiat après-Deuxième Guerre mondiale. Circulation des savoirs administratifs entre discours savants et appropriations réformatrices*, PhD of the Wirtschafts-und Sozialwissenschaftlichen Fakultät der Universität Bern, Switzerland, dir. Fritz Sager.

**30 June 2017:** Chairperson of the PhD defence of Olivia Chambard, *La fabrique de l'homo entrepreneur. Sociologie d'une politique éducative aux frontières du monde académique et du monde économique*, PhD of the EHESS-ENS, Paris, dir. Michel Offerlé.

**30 November 2017:** Sarah Kolopp, *Le Trésor et ses mondes (1966-1995). Contribution à une sociologie relationnelle de l'Etat*, PhD Université de recherche Paris Sciences et Lettres (PSL)-ENS, Paris, dir. Michel Offerlé.

**12 March 2018:** Louise Dangy, *S'affronter pour réguler : le conflit transatlantique sur le bœuf aux hormones dans l'organisation internationale du commerce agroalimentaire*, PhD Université Lumière Lyon 2, Sciences Po Lyon, dir. Renaud Payre.

**12 September 2018:** Ugo Lozach, *Approcher le pouvoir. Sociologie de l'action éducative des Instituts d'études politiques de province (1945-2018)*, PhD University of Strasbourg, dir. Vincent Dubois.

**11 December 2019:** Thomas Scapin, *La circulation transnationale de l'éthique publique. Socio-histoire d'un répertoire océdéen du bon gouvernement et de ses réceptions au Québec et en France (années 1990-années 2010)*, PhD University Lumière Lyon 2-Sciences Po Lyon, dir. Renaud Payre.

**17 December 2019:** Chairperson of the PhD defence of Nadia Hachimi Alaoui, *Gouverner l'incertitude: les walis de Casablanca (2000-2015)*, PhD Aix-Marseille University-Sciences Po Aix, dir. Béatrice Hibou and Mohamed Tozi.

**15 July 2020:** Emil Turc, *La bureaucratie orientée vers les résultats. Proposition d'un objet hybride pour la recherche en management public*, Habilitation thesis (HDR) Aix-Marseille University-IMPACT, dir. Robert Fouchet.

**21 September 2020:** Thomas Lepinay, *Le pouvoir des rapports. La Cour des comptes, du jugement des comptes à l'évaluation des politiques publiques (années 1950-années 2010). Contribution à une histoire des grands corps de l'Etat*, PhD University Paris 1 Panthéon-Sorbonne, dir. Brigitte Gaïti.

**7 janvier 2022:** Chairperson of the PhD defence of Safia Dahani, *Une institutionnalisation dans la tradition. Sociologie d'un parti patrimonial, le Front national*, PhD Toulouse 1 Capitole University, dir. Eric Darras.

➤ **Honours & Awards:**

- Biographical notice in the *Who's Who in the World* since 2009.
- Biographical notice in the *Who's Who in France* since 2011.
- Excellence award (PEDR) granted by the Universities' National Council, Section 04, since 2017, renewed in 2021.
- Knighted in the Order of the Academic Palms by decree of the French Prime Minister, 1<sup>st</sup> January 2016.
- Knighted in the National Order for Merit by decree of the French President, 30<sup>th</sup> November 2019.

**DETAILED RECORD OF EXPERTISE, TECHNICAL ASSISTANCE & TRAINING WITH...**

<b>A. International Institutions</b>	
2002-2003: Member of the Scientific Associates Group, "OECD e-Government Project", PUMA Service, OECD.	Participation to the hearings, personal input in brainstorming activities, policy advice.
<b>B. European Union Institutions</b>	
Since 2000: For DG INFSO (various units) and DG RESEARCH (Marie Curie Activities, etc.) of the European Commission; for Education, Audiovisual and Culture Executive Agency (EAC-EA).	Expert: regular participation as evaluator & rapporteur to more than twenty FP5-FP6-FP7 Horizon Europe evaluations weeks, and as reviewer to the monitoring of many EU-funded projects under IST, eTEN, eContent, IDABC, Marie Curie programmes, Erasmus, Leonardo, Grundvig.
2001: Ministerial eGovernment Conference "From Policy to Practice" (Brussels, 29-30 November) organised by Commissioner Liikanen and DG INFSO of the European Commission.	Expert for the preparation and rapporteur of 2 out of the 5 Thematic Sessions of the Conference (on e-participation and democracy, and on online services in the tax administrations of the EU).
2002: <i>Small and Medium Enterprises GoDigital Conference</i> organised by DG INFSO (Brussels, 16 May).	General rapporteur of the Conference. Co-ordination of thematic sessions, conclusions at final plenary session, writing of the final report presented to DG Fabio Colasanti.
2003: Second Ministerial eGovernment Conference (Como, Italy) organised by	Expert, co-author of the report <i>eGovernment in Europe. The State of Affairs</i> , presented in the conference,



Commissioner Liikanen, DG INFSO and the Italian Presidency.	rapporteur of one Thematic Session and member of the final jury which selected the winners of the eEurope Awards.
Since 2005: Expert for the Agency Socrates-Leonardo da Vinci France.	Regular participation as evaluator to the selection of cross-border exchange projects in higher education and vocational training to be funded under EU programmes.
2006-2008: EU-funded Project “cc:eGov” (citizen-centric e-Government) entrusted by DG INFSO to the Tavistock Institute and ECOTEC Consulting Ltd (UK).	Member of the steering group of experts. Intellectual input in several workshops (Warsaw, Athens, Copenhagen, Valencia).
2007-2012: digital review <i>European Journal of ePractice</i> .	Member of the Editorial Board.
Since Sept. 2009: European Commission, DG ADMIN and then HR “Learning & Development”: responsible of “Lot 4” high level training project, sent by the ENA and then the EIPA (Brussels)	Trainer in charge of a series of one-day seminars on “Public Policymaking: Theories, Processes, Issues”. Trainees: each time 15 high rank officials from the Commission (grades A4, A3, A2).
2016-2017: European Commission, mission entrusted to the EIPA, Maastricht, the Hertie School of Governance, Berlin, and ENA.	One of the five members of the high-level expert group consulted by the ENA-CERA for advice on the section dedicated to France in a comparative study of the public administrations within the 28 Member-States of the EU.
2017-2018: European Commission, commissioner Öttinger & DG HR, Brussels.	Member of the committee of high-level experts in charge of advising European commissioner Öttinger and HR director-general Irene Souka about “The European Commission as an attractive place to work”: envisaged reforms of EPSO concours, etc.
25 November 2021: European Commission, commissioner Ferreira & DG REFORM, conference “Fit for Recovery and Transition: Supporting Quality of Public Administration in the European Union Member States”.	Rapporteur invited to deliver the conclusions of the conference.
Since 31 <sup>st</sup> January 2022: European Commission, DG REFORM.	Member (with the status of observer representing EGPA) of the Expert Group on Public Administration and Governance, for the preparation of the ComPact initiative.
<b>C. EU Member States and Candidate or Neighbour Countries</b>	
2000-2001: Comparative surveys entrusted to EIPA by the successive Presidencies in the framework of the regular Meetings of the Directors-General for Public Administration of EUPAN (European Public Administration Network).	In close relation with DG Gérard Druesne, responsible for 6 comparative surveys for the French, Swedish and Belgian Presidencies, based on questionnaires and exchanges with the 15 public administrations: <ul style="list-style-type: none"> <li>• <i>The use of ICT within the Public administrations of the EU, and Ethics in the Public Service and the access of civil servants to private activities</i>, reports to the 35<sup>th</sup> Meeting of the DGs, Strasbourg, Nov. 2000.</li> <li>• <i>Public e-Services within the European Union Today</i>, report to the 36<sup>th</sup> Conference of the DGs, Uppsala, May 2001.</li> <li>• <i>Electronic Identification of citizens and organizations within the European Union. State of affairs</i>, report to the 37<sup>th</sup> Meeting of the DGs,</li> </ul>

	Bruges, Nov. 2001.
June 2000: Council of Ministers of Bulgaria.	Responsible for a seminar for Secretaries-General and directors of Bulgarian ministries: "Public Administrations in Europe. Reforms and Challenges". Topics: Openness and accessibility, relations between politicians and civil servants, co-ordination of European policies in EU Member States.
2000-2001: "Supporting Research Programme to the Modernisation of Public Administration in Belgium", consultancy work for the Belgian Ministry for Public Service. Consortium: UCL and KUL Universities - EIPA.	Responsible for the international part: compared study of the models of co-operation between political level, central administrations and public agencies in 4 European countries (UK, NL, Sweden, France).
2002-2006: "e-Europe Awards for Innovation in e-Government", entrusted to EIPA by DG INFSO.	Various inputs in the project, both on eGovernment and eHealth (expert for research papers and brainstorming, evaluator of proposals, etc.).
2002: Grand-Duchy of Luxembourg, Ministry for Public Service and administrative reforms. Contract study on the various forms of "établissements publics" (public agencies) within the EU.	Co-redaction with Danielle Bossaert and Christian Engel of the study report presented to DG Pierre Neyens.
2002-2003: Czech Republic, Central Office of the Civil Service, Prague.	Short Term Expert within a PHARE Project led by Finnish Public Administrations to support the implementation of administrative reforms in that country. Various training and consultancy activities. Production of a comparative survey on the organization of Civil Services within the EU.
May 2003: Portugal, EIPA (Prof. Demmke) for INA (national school of administration).	Expert, training session for Portuguese ministries executives on "Administrative structures and personnel management: comparative analysis".
Spring 2005: EIPA for the Luxembourg Presidency of the Council of the EU. Study on <i>Un nouvel espace pour les administrations publiques et les services d'intérêt général au sein d'une Union élargie</i> .	Scientific advisor to the writers of the report (DG Gérard Druesne, Michel Mangenot), presented at the DGs Meeting, June 2005.
June 2006: Spain (Seville), training seminar organized by the European Centre for Regions (ECR-EIPA, Barcelona) for the School of Public Administration of Andalusia.	Trainer in eGovernment of the seminar " <i>La sociedad del conocimiento y de la información</i> ".
February 2007-February 2008: Federation of Bosnia-Herzegovina.	Expert within a Twinning Covenant of the EU "Strengthening the Secretariat-General of the Council of Ministers of Bosnia-Herzegovina". Several missions of institutional re-engineering & policy advice in Sarajevo & the provinces.
May 2008-Sept. 2010: Council of Ministers of Bulgaria & Institute for Public Administration (IPAIE).	Expert within a Twinning Covenant of the EU (BG/06/IB/0T/01) between the French public administration (piloted by ENA) and the Government of Bulgaria. Missions of strategic advice & training seminars in Sofia & the provinces.
Since January 2009: "European Public Sector Award-EPISA", competition and prize awarded by EIPA and IIAS for best practices in the field of public administration within the EU.	Various contributions to the definition of the annual topics, evaluation of proposals and participation to the jury, under the chair of DG Marga Pröhl.
November 2009-July 2010: Former Yugoslav	Expert within a Twinning Covenant of the EU between

Republic of Macedonia.	the French public administration (piloted by FCI) and the Government of Macedonia. Missions of assessment, strategic advice and training seminars in Skopje.
October 2010-May 2011: Ukraine.	Expert within a Twining Covenant of the EU between the French public administration (piloted by the ENA) and the Government of Ukraine. Missions of assessment, strategic advice and training seminars in Kiev and Dnepropetrovsk.
March 2014: Ministry for Finance of Romania, Bucharest.	Responsible of a full-week training for the director-general and the top administrators of DG Human Resources of the Ministry. Topic: “HRM in the public administration”.
June 2015-July 2017: Albania	Expert within a Twining Covenant of the EU between the French public administration (piloted by the ENA) and the Government of Albania. Missions of assessment, strategic advice and training seminars in Tirana regarding HRM in the civil service, job descriptions and Top Management Corps training by the ASPA.
26 June 2017: Bulgaria, Sofia.	Trainer, with Antony Galabov, for a session on “Impact assessment & policy evaluation”, ESFAM and Bulgarian Diplomatic Institute, for top civil servants.
January-July 2018: Albania, Tirana & ENA, Paris.	Expert for the Programme “Young Civil Servants Scholarship Scheme – Albania 2018” organized by ENA for the Albanian Directorate of Public Administration (DAP) and ASPA, funded by the EU.
July 2018-February 2019: Romania, Bucharest & Brussels	Trainer for the Operational Programme Administrative Capacities (POCA) of the EU for the Romanian Government. Series of training sessions for diplomats and civil servants for the preparation of the Romanian Presidency of first semester 2019.
March 2019-December 2020: INA, Romania, Bucarest & ENA, Paris.	Expert in the project “Supporting the National Institute of Administration in Romania” (SRSS/S2018/056), funded by the EU.
July 2020-February 2021: Dutch Ministry for Foreign and European Affairs-IOB, The Hague.	Expert in the project “Evaluation of the national coordination of Dutch EU policy, 2015-2020” for the realization of the French benchmark.
Since June 2021: National School of Public Administration of Croatia, Zagreb & ENA, Paris.	Expert in the EU funded (SRSP) project “Development of specific training programme for senior public officials in Croatia”. Several missions of capacity-building in Zagreb.
Since June 2021: Romanian Agency for Quality Assurance in Higher Education (ARACIS), Bucharest.	International evaluator.
15-17 November 2021: Mostar, Bosnia-Herzegovina.	Trainer in a British Council and ENA project, “EU Scheme for Young Professionals in BiH”. Several training sessions on inter-departmental coordination, including a serious game.
Since November 2022: Bucharest, Romania.	Member of the Advisory Board of The New Economic Trust powered by Project Romania 2030, a platform

	for political innovation for Central and Eastern European States.
2d March 2023: Ukrainian National Agency for the Public Service and INSP, Paris.	Trainer, study visit ‘Structures and reforms of public administration in France’ of a Ukrainian delegation led by Ms Nataliia Aliushyna, director-general of the National Agency for the Public Service.
3-7 July 2023: National School of Public Administration of Greece (EKDDA), Athens, and University Agency of the Francophonie (AUF).	Trainer for the first Summer University of AUF and EKDDA “Apprendre à relever les défis administratifs de demain en Europe”. Module delivered: Modern HRM in the Public Sector”.
16-18 October 2023: ‘Platform of Francophonie, multilingualism and cooperation in Europe’, Sofia, Bulgaria, for the University Agency of the Francophonie (AUF), with the support of the French Ministry for Europe and Foreign Affairs, under the high patronage of the Vice-President of the Republic of Bulgaria.	Moderator of the Political Conference’s roundtables and co-rapporteur of the Experts’ Conference.
23 October 2023: ReSPA (Regional School of Public Administration), Danilovgrad, Montenegro.	Expert-trainer for the EU-funded project ‘Young Cells. Capacity Building for Civil Servants, including Training/Internships and Study Visits in the Public Administrations of EU Member States’ benefiting Albanese administration. Provision of a half-day online training module to 25 Albanese public servants. Topic: ‘Comparative approach in European Public Administration. The differences among the various administrative systems and PA cultures in Europe transitions’.
20-22 November 2023: Study visit & capacity-building in Paris for the Board members of ReSPA (Regional School of Public Administration), Montenegro, organised by the French Ministry for Public Transformation and the Civil Service, DGAFP.	Trainer of the Board members. Topic: Leadership in Public Administration.
18-21 December 2023: Bulgarian Institute of Public Administration, Bulgarian Ministry of Foreign Affairs, and University Agency of the Francophonie (AUF).	Trainer for the first Winter University of AUF for Bulgarian authorities. Module delivered: Modern HRM in the Public Sector”.
<b><i>D. Other States</i></b>	
14-23 June 2017: Democratic Republic of Vietnam.	Trainer of a tailor-made training programme designed by Sciences Po Toulouse for a delegation of top administrators from Viet-nameese ministries. Topics: “Complexities of policymaking & implementation in France”; “Recruitment, promotion & retention in the French Civil Service”.
23-24 November 2017 : Costa-Rica, Instituto Centroamericano de Administracion Publica (ICAP) & Institut français d’Amérique centrale.	Responsible of a training lot for top civil servants on the topic: Desafios y perspectivas de la modernizacion e innovacion en las administraciones publicas.
27-28 November 2017: Salvador, ENAFOP.	Responsible of a training seminar for the civil servants trained at ENAFOP on the topic: Como se producen las politicas publicas?

January-February 2019: Canada, Province of Québec.	Member of the multidisciplinary evaluation committee ‘Support to scientific journals 2019-20’, Quebec Fund for Research – Society & Culture.
18-26 November 2019: Democratic Republic of Vietnam.	Trainer of a tailor-made training programme designed by the Federal University of Toulouse Midi-Pyrénées for a delegation of top administrators from the Municipality of Ho Chi Minh City. Topics: “Training for regional elites”.
1 <sup>st</sup> -2 March 2021: Academy of Public Administration, Presidency of the Republic of Kazakhstan.	Trainer of an internship program for Doctoral students of the Academy arranged by ENA. Topics: “The French institutional and administrative system”, “Management in the public sector”.
<b><i>E. French Public Institutions</i></b>	
1995: Contractual research for the National School of Administration (ENA), Paris.	Archive and statistics research upon the social and educational background of the young officials recruited through ENA concours.
1995-1996: Consultant for the Directorate-General of Public Administration and Civil Service (DGAFF).	Project leader of a six-month-inquiry, both quantitative and qualitative, on the careers of 1,082 top civil servants from all French ministries.
2001-2008: Member of the Committee for Studies and Prospective of the Ministry for Public Service and the Reform of the State.	As a full member of the Committee, direct involvement in: 1. The collective reflections about the future developments of Civil Service in France run by the Committee (through roundtables and hearings); 2. The monitoring & steering of the research programmes of the Ministry: drawing plans, writing calls for tenders, selecting among applications, monitoring and evaluating the projects.
2001-2003: Member of the steering Committee of the research programme on Improving governance in the field of public aid to developing countries, French Ministry of Foreign Affairs.	Member of the Committee. Participation in the selection of the consultants to which the study was entrusted and in the monitoring of the project.
2001-2003: Member of the Working Group “European and international functions within the State administration” of the Services of the Prime Minister.	Participation in the hearings of senior personalities and in the collective writing of the final report presented to the Prime Minister, edited by admiral Lanxade and Nicolas Tenzer.
2003-2004: Consultant, Ministry for Public Service and the Reform of the State (DGAFF).	Project leader of a six-month-inquiry upon the careers and Human Resource Management of the rank A civil servants recruited through the peculiar “third concours”. Report presented to the “cabinet” of the Minister: <i>Les fonctionnaires issus du 3<sup>e</sup> concours de l’ENA et des IRA : des administrateurs du troisième type pour l’administration de demain ?</i>
2004-5: Study Mission “ <i>Prospective on the role of administrative ‘attachés’</i> ”, entrusted to the Institute for Public and Territorial Management (IMPGT) by the Ministry for Public Service.	Member of the steering group. Input in the collective work and in the final report.
2006: Third training seminar for the civil servants of DGAFF, under the presidency of DG Paul Pény.	Co-responsible, with Georges Monard, Belgian Director-General, and Knut Rexed, former Swedish Director-General, for the session on: “Adapting to European realities. How do the other Public Services

	within the EU do?”
January 2007: Training session for the unionists of UFFA-CFDT, Institute for the social sciences of labour (ISST), Paris.	Responsible for a session on: “The State Civil Service in 2007. Main features, key issues”.
5-6 April 2007: Training Programme for the high-potential managers of “ <i>Commissariat à l’Energie Atomique</i> ” (CEA), French public agency for civil nuclear R&D.	Responsible for a training session on: “An intercultural approach to comparative government within the EU”.
4 May 2007: “ <i>Cycle Supérieur de formation au management</i> ” organized by IFORE, the Institute for Training of the French Ministry of Ecology, Paris.	Responsible for a training session on: “The impacts of EU legislation on the Statute of the Civil Service”. Trainees: 35 directors of DIREN, DRIRE, DDAF, DDE, DDSV (specialized administrative services of the central State in the regions & provinces).
June-November 2007 and December 2008: <i>Institut de radioprotection et de sûreté nucléaire</i> (IRSN), State agency for the technical control of the safety of nuclear installations, Paris.	Responsible of a legal and strategic advice mission on behalf of Bixie Consultants. Main deliverable: Report entitled <i>Aide au repositionnement stratégique de l’IRSN dans la configuration institutionnelle de la sûreté nucléaire en France</i> .
Fall 2007: Institute for Public Management & Economic Development (IGPDE), French Ministry for Economy and Finance, Paris.	Study mission in the context of the merger between the two tax administrations DGI/DGCP, for Director-General Ralph Dassa. Final deliverable: <i>Les fusions de directions d’administration centrale dans les ministères français</i> , Les notes de l’IGPDE, n° 1, novembre 2007.
Since 2008: National School of Administration (ENA), Paris-Strasbourg. Direction for vocational training & research.	Trainer regularly invited, on topics of public policies, interdepartmental & European coordination (SGG/SGAE), comparative public administration of the EU, in training cycles for foreign senior civil servants (CIP), national civil servants on promotion (CSPA), Master “Specialized public administrations” ENA-University of Strasbourg, and various “ <i>Formations sur mesure</i> ” (tailor-made trainings) for delegations of top civil servants from ASEAN, Palestinian Authority, Bulgaria, Albania, etc.).
Since 2008: National Agency for Research (ANR), Paris.	Evaluator of projects submitted in response to the regular Calls for Tender (Human & Social Sciences). 2017-18: Member of the Evaluation Committee of ORA 5, joint programme of the ANR (France), ESRC (UK), DFG (Germany), NWO (Netherlands) & JSPS (Japan) for funding multinational research projects in Social Sciences and the Humanities.
May 23, 2008. CFDT Trade Union, OMAP (Observatoire des Métiers de l’Action Publique).	Training session on the mergers between Directorates-General in the French central public administrations (DGI-DGCP/DGFIP).
2013-2014: Campus Veolia Environment and Sciences Po Toulouse.	Trainer for executive managers and engineers at Veolia Environment.
2014-2016: “Local politician Passport”, Training Service, Sciences Po Toulouse.	Production of a video training module. Topic: “the production of public policies: issues and debates”.
Since 2017: Training Cycle for elected officials, Training Service, Sciences Po	Project leader for the training cycles: content elaboration, budgets, coordination of the team of

Toulouse.	trainers, etc.
Since 2019: President Valéry Giscard d'Estaing Foundation.	Member of the jury of the Student's Prize awarded by President Valéry Giscard d'Estaing Foundation, co-organized with the Schuman Foundation.

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