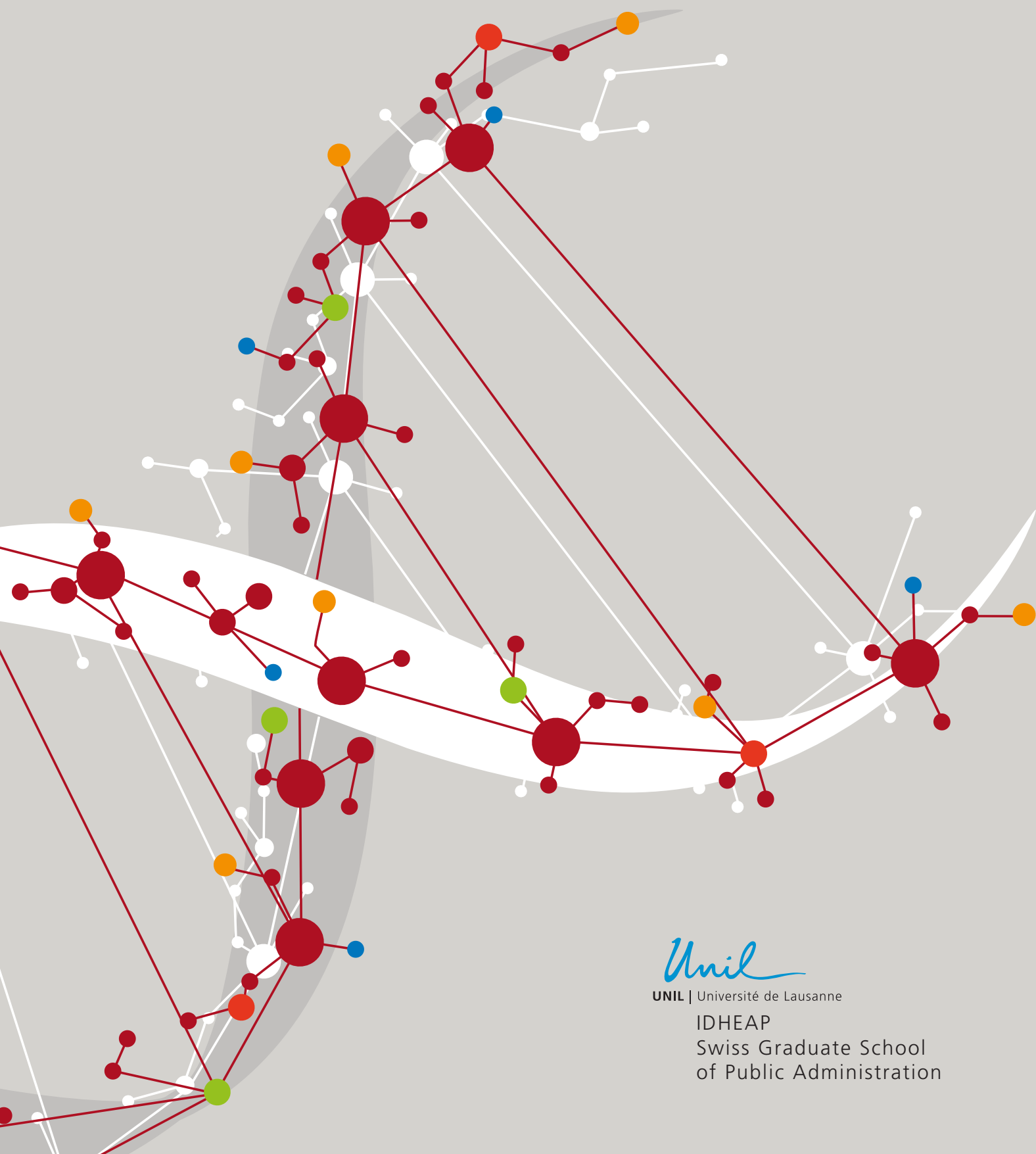


IDHEAP

the DNA of public action



Unil

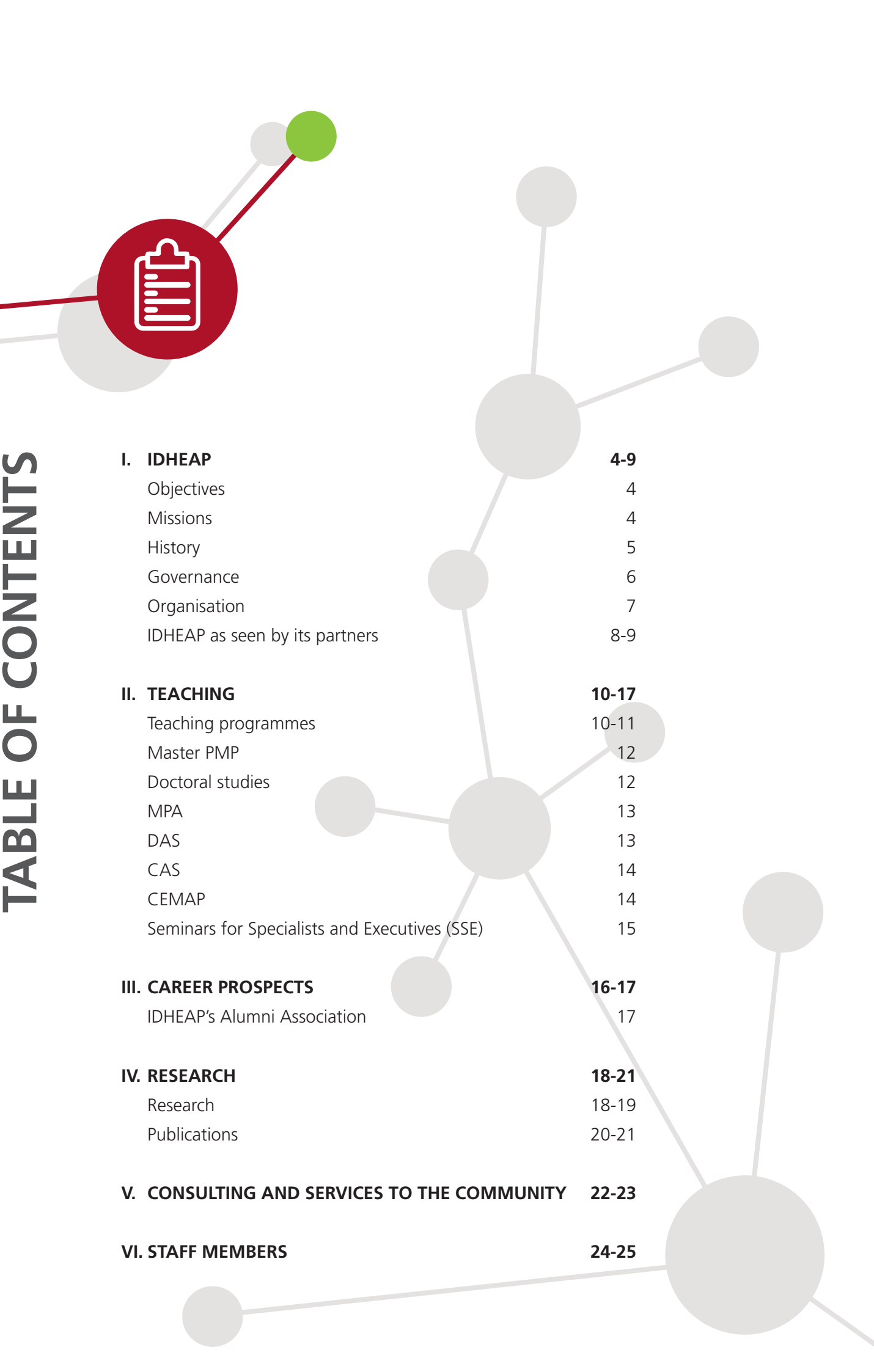
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IDHEAP
Swiss Graduate School
of Public Administration



TABLE OF CONTENTS

I. IDHEAP	4-9
Objectives	4
Missions	4
History	5
Governance	6
Organisation	7
IDHEAP as seen by its partners	8-9
II. TEACHING	10-17
Teaching programmes	10-11
Master PMP	12
Doctoral studies	12
MPA	13
DAS	13
CAS	14
CEMAP	14
Seminars for Specialists and Executives (SSE)	15
III. CAREER PROSPECTS	16-17
IDHEAP's Alumni Association	17
IV. RESEARCH	18-21
Research	18-19
Publications	20-21
V. CONSULTING AND SERVICES TO THE COMMUNITY	22-23
VI. STAFF MEMBERS	24-25



Founded in 1981, the Swiss Graduate School of Public Administration (IDHEAP) nowadays forms an integral part of the University of Lausanne's Faculty of Law, Criminal Justice and Public Administration. Starting from theories linked to public service and institutional management, IDHEAP's objective is to develop and transmit state-of-the-art knowledge based on practical experience. In order to best meet the needs of public administration and governance bodies, IDHEAP relies on a multidisciplinary approach which combines human and social sciences including law, economics, management and political science.

Objectives

IDHEAP is made up of a body of experienced staff dedicated to the acquisition and transmission of the knowledge essential for the functioning of public and parapublic institutional systems.

Missions

IDHEAP's mission is to promote training for the individuals who are going to be responsible for the highest administrative functions in either the public or parapublic sectors. In doing so, it ensures:

- University level teaching from the master's degree level upwards and continuing education for public sector employees and executives
- Fundamental and applied research on themes linked to public administration
- The provision of knowledge built on experience in the field and at the service of the community

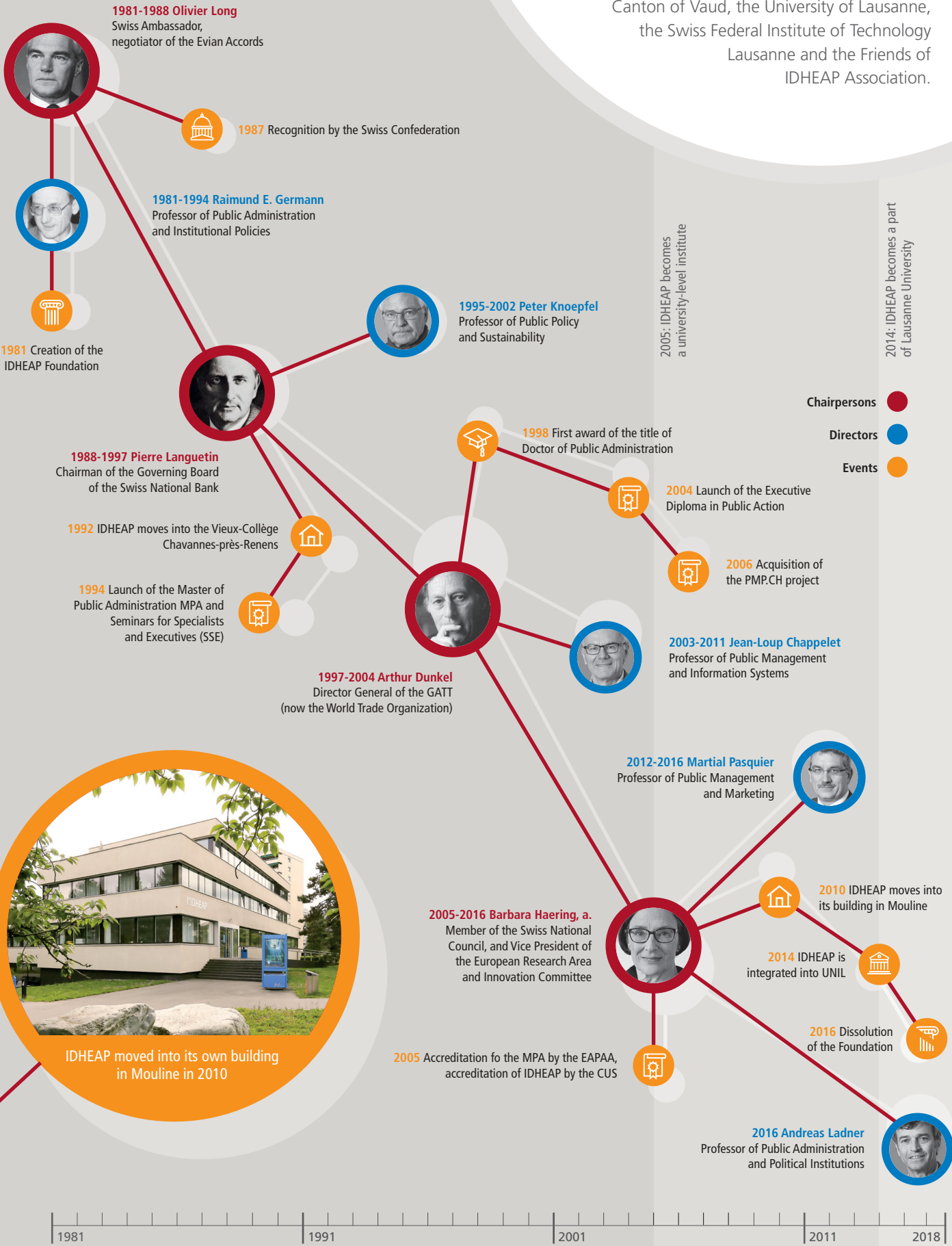
Challenges

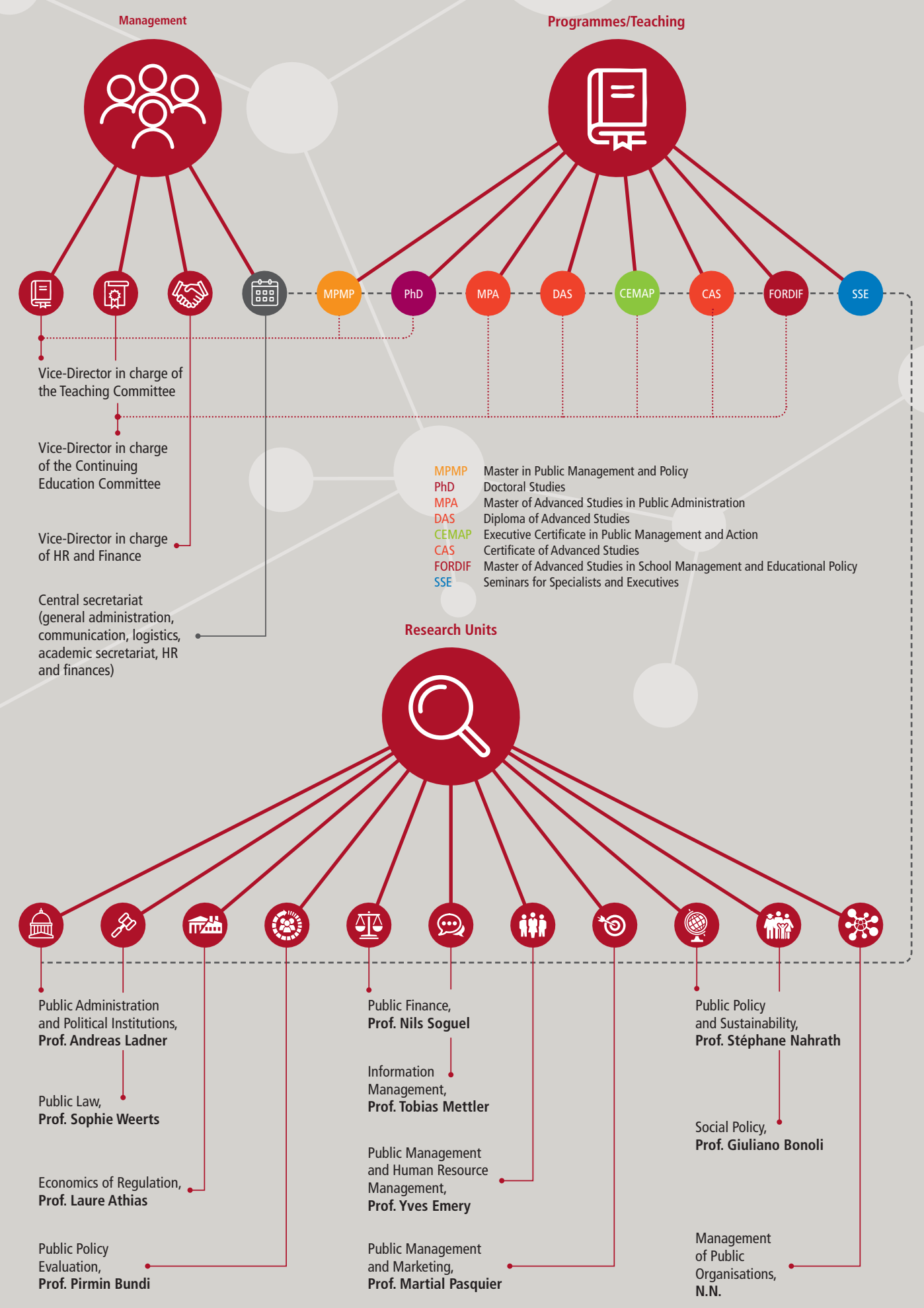
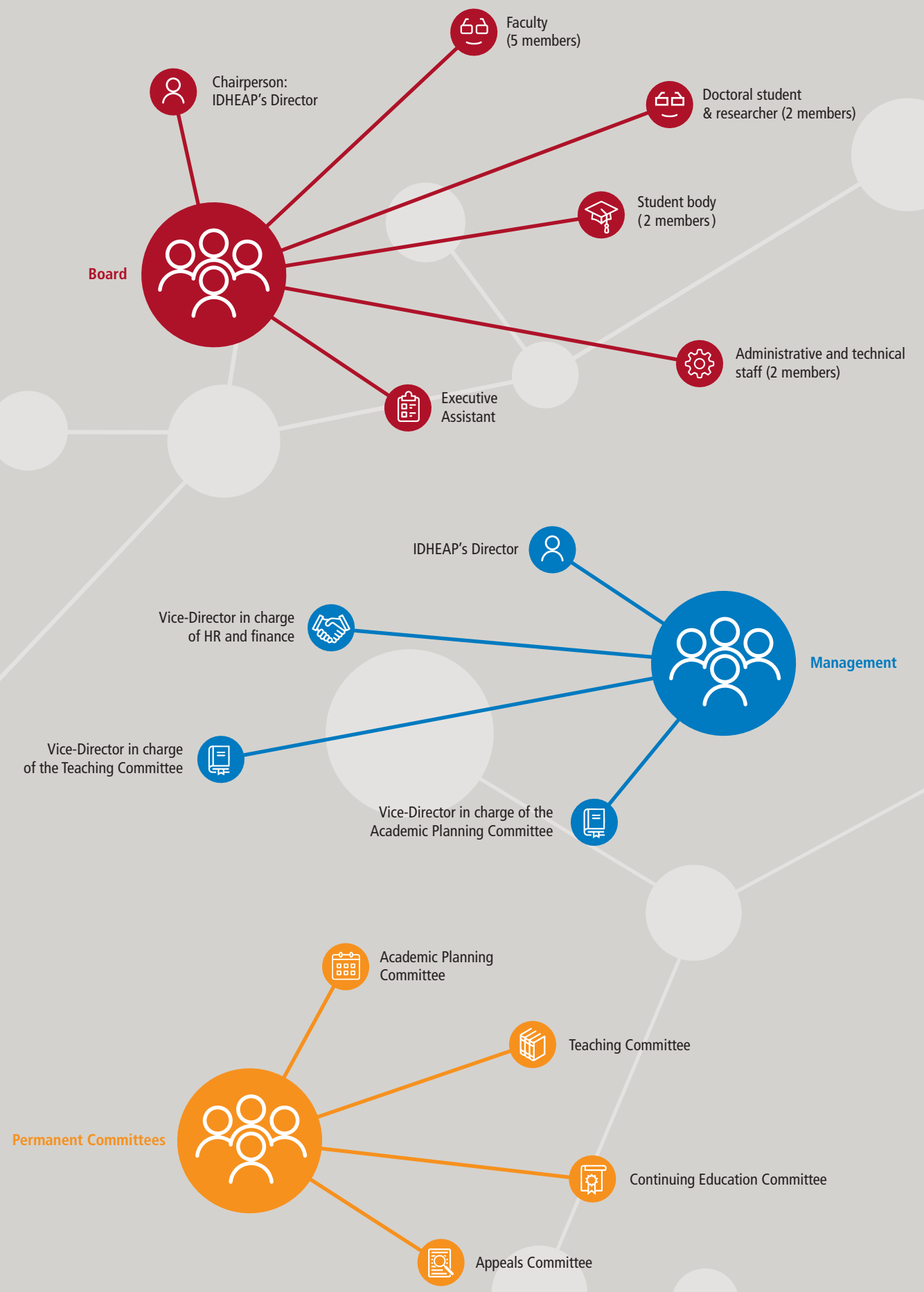
Citizens today seem quite satisfied by the quality of the services provided to them by Switzerland's public administrations. However, what about tomorrow? These administrations must not only maintain those levels of service but even improve them. Ensuring quality means anticipating upcoming challenges and responding to them.

In addition to this come the problems related to territorial reorganisation. Communal mergers, debates about the reform of public management, the division of tasks between different levels of the federal, cantonal and communal administrations, and the coordination of those tasks, are the sources of constant discussions, which lead to numerous adjustments. Furthermore, we cannot think about the future without incorporating the new technologies that have profoundly changed how administrations are organised. Indeed, they must perpetually adapt and readapt themselves.

Approach

Thanks to the knowledge which IDHEAP makes available and to the training which we provide, we contribute actively to find solutions. To do this, IDHEAP concentrates on what is effective in practice. Indeed, teaching professors remain in very close contact to what is happening in the field, from which they draw some of their experiences. Furthermore, IDHEAP collaborates with senior executives, with public administrations, as well as with politicians. Advising the authorities allows us to enrich our lessons with concrete case studies, thus making them more interesting and credible.





IDHEAP collaborates closely with Switzerland's public administrations at all institutional levels, both via the training it provides for matching the needs of public and parapublic organisations, and via the state-of-the-art expertise and research findings that it puts at the disposal of the people responsible for steering the country's different public policies. Here is an insight into IDHEAP as seen by its partners.



Gabrielle Merz Turkmani
Deputy Director of the Federal Personnel Office
responsible for Base Development and Training Centre,
Federal Department of Finance

"IDHEAP is a renowned and well-established school of administrative sciences. Thanks to the diversity of its curriculum, it plays a significant role in teaching and enables its graduates to deepen their knowledge of Public Management. Change management is becoming ever more important in the public sector today. Employees must be passionate about the transformational processes leading them towards new perspectives. Ensuring safety and guidance in an unsafe and changing environment (including the digital environment) is a major challenge for leaders today. Indeed, the capacity to find consensual solutions and to negotiate compromises form part of the DNA of Switzerland's political system. We are clearly living in an era of fundamental changes, yet each of the numerous grey areas is accompanied by new opportunities."



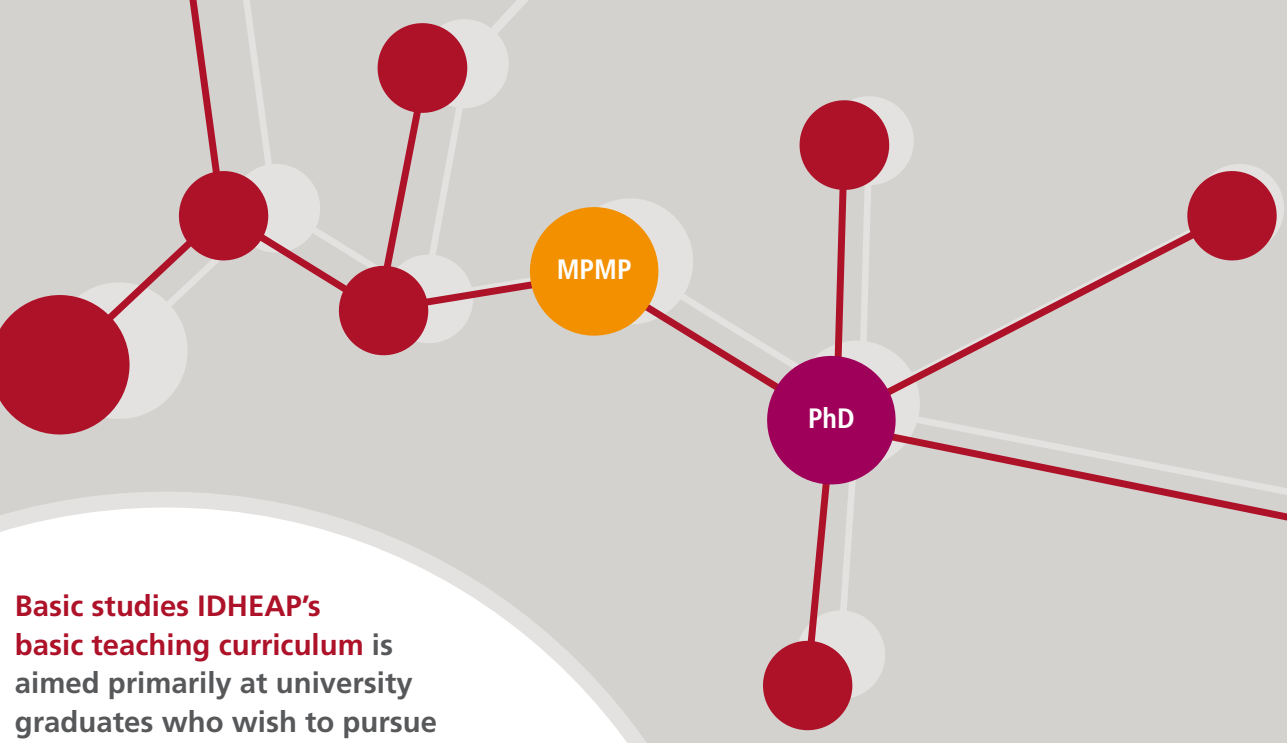
Vincent Grandjean
Chancellor of the State of Vaud

"As society evolves, marked by the stamp of globalisation, the role of public services is all the more meaningful. There is a growing consciousness about this. Maintaining public services, adapting them and supporting them (without necessarily expanding them), implies strengthening them. IDHEAP trains graduate students about the specificities of public services and their values. It also plays a recognised role in continuing education and training. With regards to research, there is no one particular field which should be focussed upon; it is rather a particular research approach which should be developed: pushing curiosity to the max and tackling each theme by making links between different fields of study. This allows necessarily specialised research to then be integrated—and this is imperative—into a complex ensemble. IDHEAP is a most valuable partner in more than one respect. As it pursues its missions, which are providing a basic university education up to the doctoral level, continuing education and scientific collaboration, in conjunction with aid to the country's public administrations, IDHEAP must preserve its generalist character but also select a limited number of areas in which it is the reference. IDHEAP must have strong partnerships in German-speaking Switzerland so that parts of its curriculum help its French-speaking students to familiarise themselves with the Swiss-German culture of public services."

The courses proposed by IDHEAP enable students to master the very latest knowledge, whether broad or specific, on current issues affecting the public and parapublic sectors. They allow students to stay up to date with the realities in the field thanks to the experience which IDHEAP's researchers put at the disposal of graduate students or employees doing continuing education to enable them to become one with the DNA of public action. The courses act as accelerators for professional careers.

The IDHEAP provides all the skills necessary to engage and succeed in the public sector. Most students find employment in Switzerland's federal, cantonal or city administrations, even in parapublic or private companies, or in NGOs, etc. The School's curriculum is aimed at university graduates and people currently employed in the public or private sectors who wish to specialise and to acquire useful and efficient tools to work in the public and parapublic domains. Undertaking training at IDHEAP also helps students to build a significant network, one that will prove to be useful long after the end of their education.

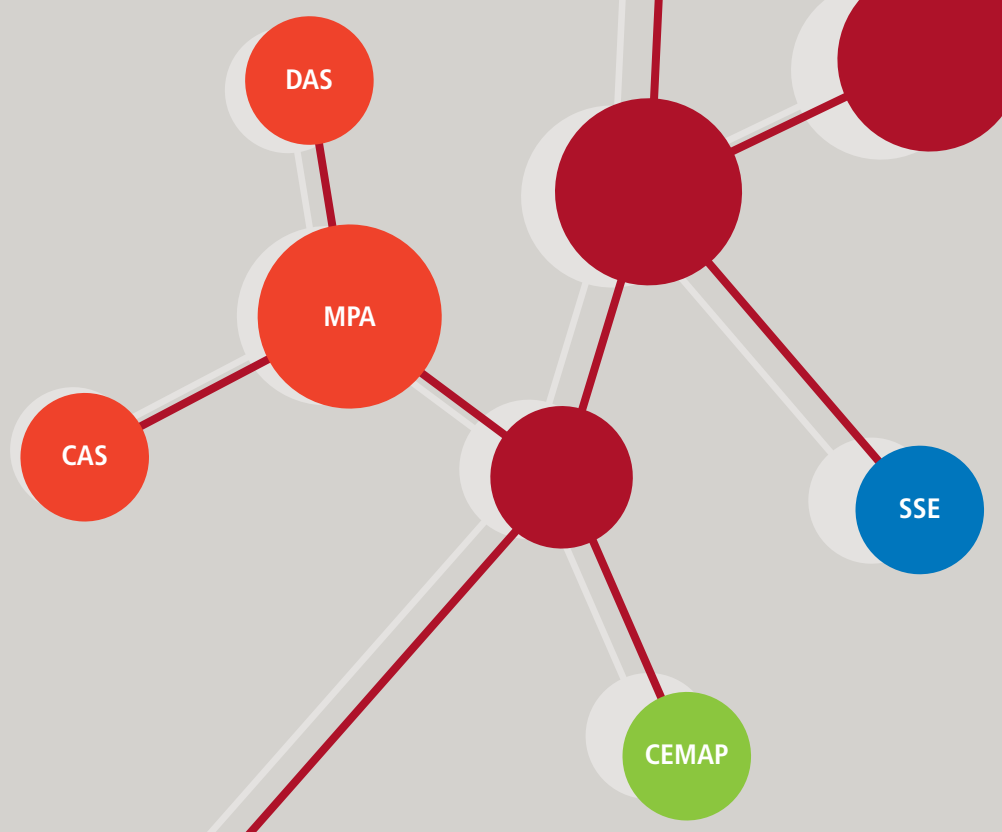
BASIC STUDIES



Basic studies IDHEAP's basic teaching curriculum is aimed primarily at university graduates who wish to pursue a career in public service.

www.unil.ch/idheap/formations

CONTINUING EDUCATION



Continuing Education is aimed at people who are currently in employment and wish to specialise in a particular field or retrain.



MASTER PMP

Master of Arts in Public Management and Policy: 2 years (4 semesters).

The Master of Arts PMP is a master's degree in public administration. It is renowned for its multidisciplinary and both its academic and professional orientation.

This programme is proposed jointly by the Universities of Berne, Lausanne and Lugano, with each institution hosting a wide range of specialisations, from economics to law, and from communication to political science and management.

Who is this course for?

Holders of a bachelor's degree (in economics, management, social or political science, communication or law, or other topics, subject to certain conditions) who wish to start a career in the public or parapublic sectors.

Why take this course?

To learn about the public sector via a multidisciplinary, multicultural approach to administrations. To acquire the necessary basis for understanding public policies and organisations.

DOCTORAL STUDIES

Doctor of Public Administration: 4 years of study, on average.

IDHEAP offers the chance to do a PhD in public administration. The title of Doctor of Public Administration is awarded by the University of Lausanne on the recommendation of the Faculty of Law, Criminal Justice and Public Administration.

Who is this course for?

The Doctor of Public Administration course is primarily aimed at individuals who are passionate about this field. Future doctoral students are expected to bring added-value to their chosen topic from both a theoretical and an empirical perspective.

Why take this course?

The Doctor of Public Administration course trains specialists and develops in-depth skills in research, communication and how to structure a coherent argument.

MPA

Master of Advanced Studies in Public Administration: 2-3 years

The Master of Advanced Studies in Public Administration (90 ECTS credits) is aimed at individuals who wish to take on significant responsibilities in the public sector or within organisations whose activities occur in close interaction with it. The MAS is a diploma of continuing education in public administration and is well-suited to professionals who wish to study while working. This programme has developed successfully over 30 years, provides the latest thoughts and analyses on public administration, offers a solid grounding in the latest public-sector issues and, through the opportunity to make numerous informal contacts (at diverse conferences and talks), gives students access to a unique network of professionals in the domain of policy and administration.

Who is this course for?

Any person who wishes to build their future career in the field of public action or within an organisation whose activities interact with it.

People from the public sector

- Graduates from universities and other higher education institutions;
- Federal, cantonal or communal employees;
- People working within organisations which are a part of the public sector in its broader sense, such as public enterprises, political organisations, professional associations or non-profit organisations.

People from the private sector

- People whose professional role involves numerous interactions with the public sector;
- People who wish to redirect their career towards the public sector.

Why take the course?

To acquire the key skills and state-of-the-art expertise for a multidisciplinary vision of policy, public economics and public management. To design and guide public sector transformations using new theories, new approaches or experience based on real-world case studies and numerous interventions from external experts.

DAS

Diploma of Advanced Studies in Public Administration: 1 year (3 trimesters).

Participants who choose only to follow the core courses, made up of 6 modules of 6 days each, can obtain a DAS (Diploma of Advanced Studies) in Public Administration worth 30 ECTS credits (European Credit Transfer and Accumulation System).

Who is this course for?

Any person who wishes to specialise in the public sector or within an organisation whose activities interact with it.

People from the public sector:

- Graduates from universities and other higher education institutions;
- Federal, cantonal or communal employees;
- People working within organisations which are a part of the public sector in its broader sense, such as public enterprises, political organisations, professional associations or non-profit organisations

People from the private sector:

- People whose professional role involves numerous interactions with the public sector;
- People who wish to redirect their career towards the public sector.

Why take the course?

To master the principal theoretical tools underlying the field of public administration and to understand the principles and procedures for applying different measures by looking at case studies.

CAS
Certificate of
Advanced Studies
in Public Administration:
12 days of classes
over one trimester.

The CAS is a useful course for developing a specific professional qualification. IDHEAP currently offers training in the following fields:

- Public communication and public opinion
- Digital government
- Public law and public action
- Economics and regulatory law
- Public sector financial management
- Territorial governance: federalism and local policy
- Politics and institutions of Swiss–EU relations
- Public leadership and human resources management
- Management of public organisations
- Comparative public policy
- Social policy
- Sport management and policy

Who is this course for?

There are no particular requirements for participation in a CAS at IDHEAP. These courses are aimed at all those involved with the public sector, however distantly.

Why take the course?

Taking a CAS allows participants to acquire precise knowledge through practice on a specific subject or merely to be kept informed about the evolution of the tools which are useful in the public sector.

CEMAP
Executive Certificate in Public
Management and Action:
14 days (3 trimesters).

Today, more than ever, public institutions must adapt to a context of perpetual mutation. With this in mind, choosing to study for a Certificate in Public Management and Action (CEMAP) means staying one step ahead and dealing with the principal issues and challenges facing the political world and public institutions.

CEMAP is:

- Excellence in leadership
- A certificate to efficiently pilot public action
- State-of-the-art multidisciplinary teaching
- A close link between theory and practice

Who is this course for?

Federal, cantonal and communal public and parapublic sector executives who occupy or will soon occupy senior management positions in public institutions or non-profit organisations.

Why take the course?

To develop ambitious projects and take responsibility for leading a department or a public service by integrating skills in public management, public policy and public economics.

SSE
Seminars
for Specialists
and Executives:
2–6 days

IDHEAP's Seminars for Specialists and Executives (SSE) are continuing education courses open to the public. They are aimed at executives and political representatives at the federal, cantonal and communal levels, as well as at specialists on the particular questions being treated. Seminars are designed to be both theoretical and practical, and the lecturers and speakers are experts in their fields. Outside speakers regularly present work and results from their experiences in the field.

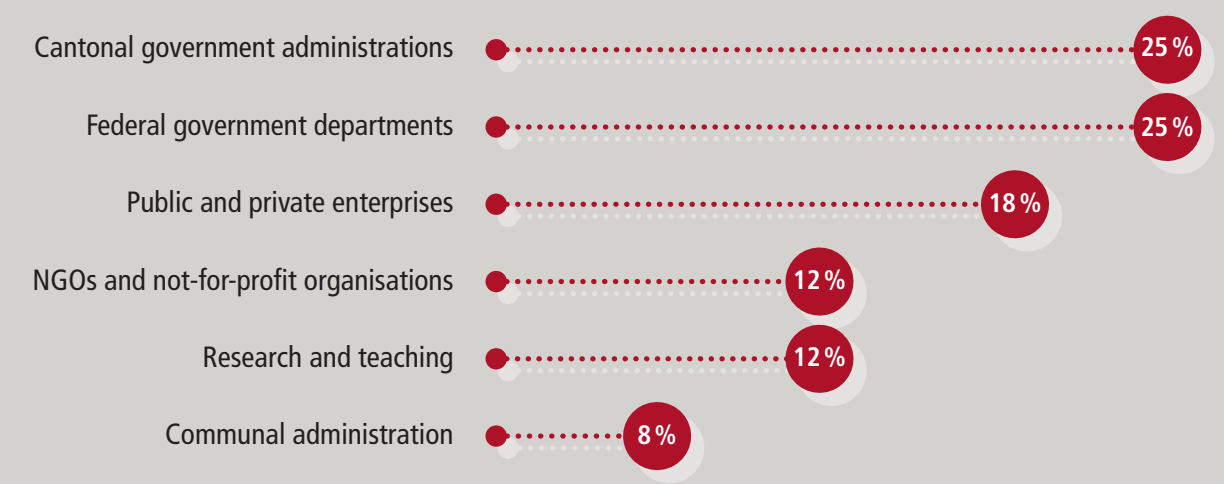
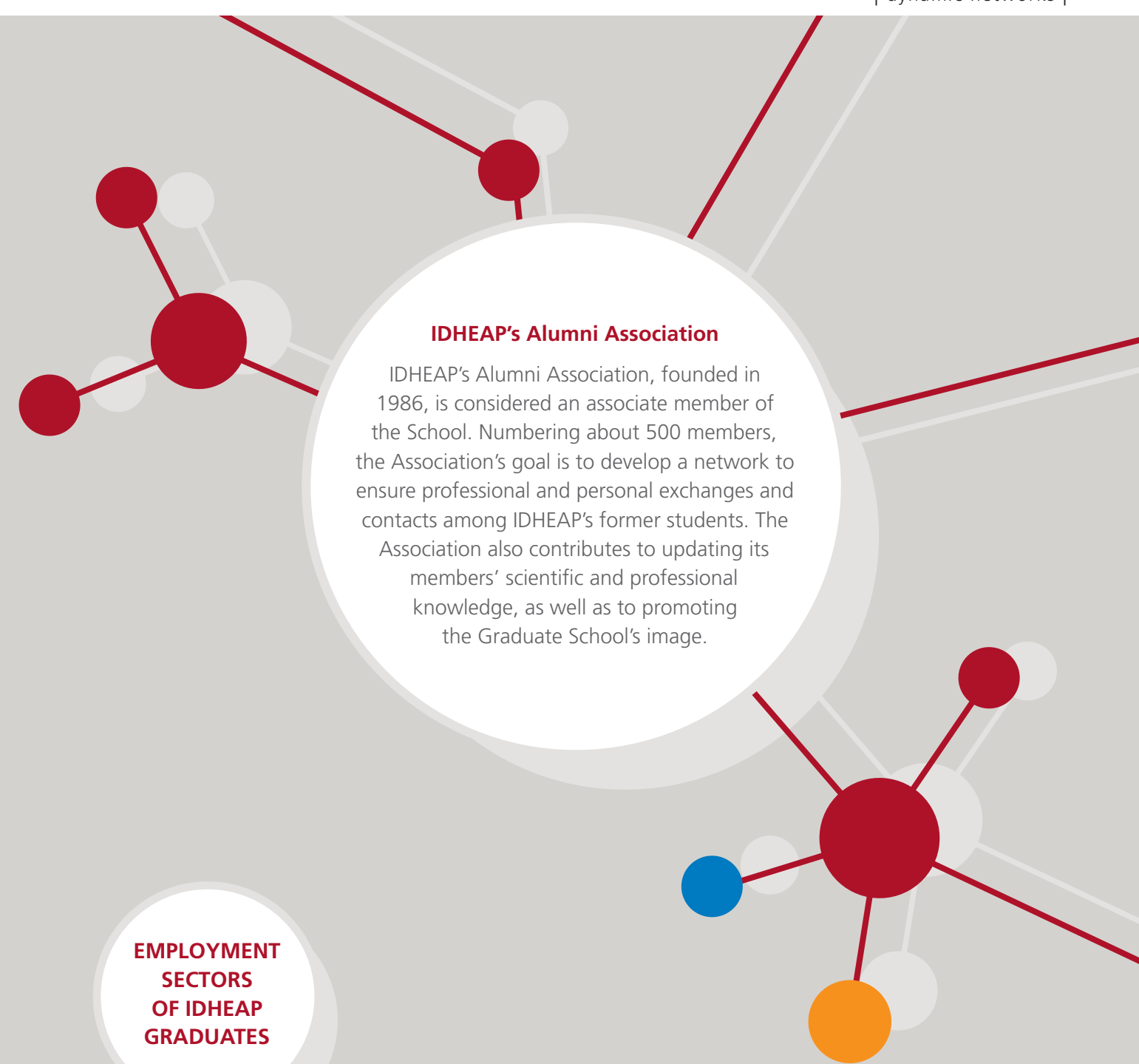
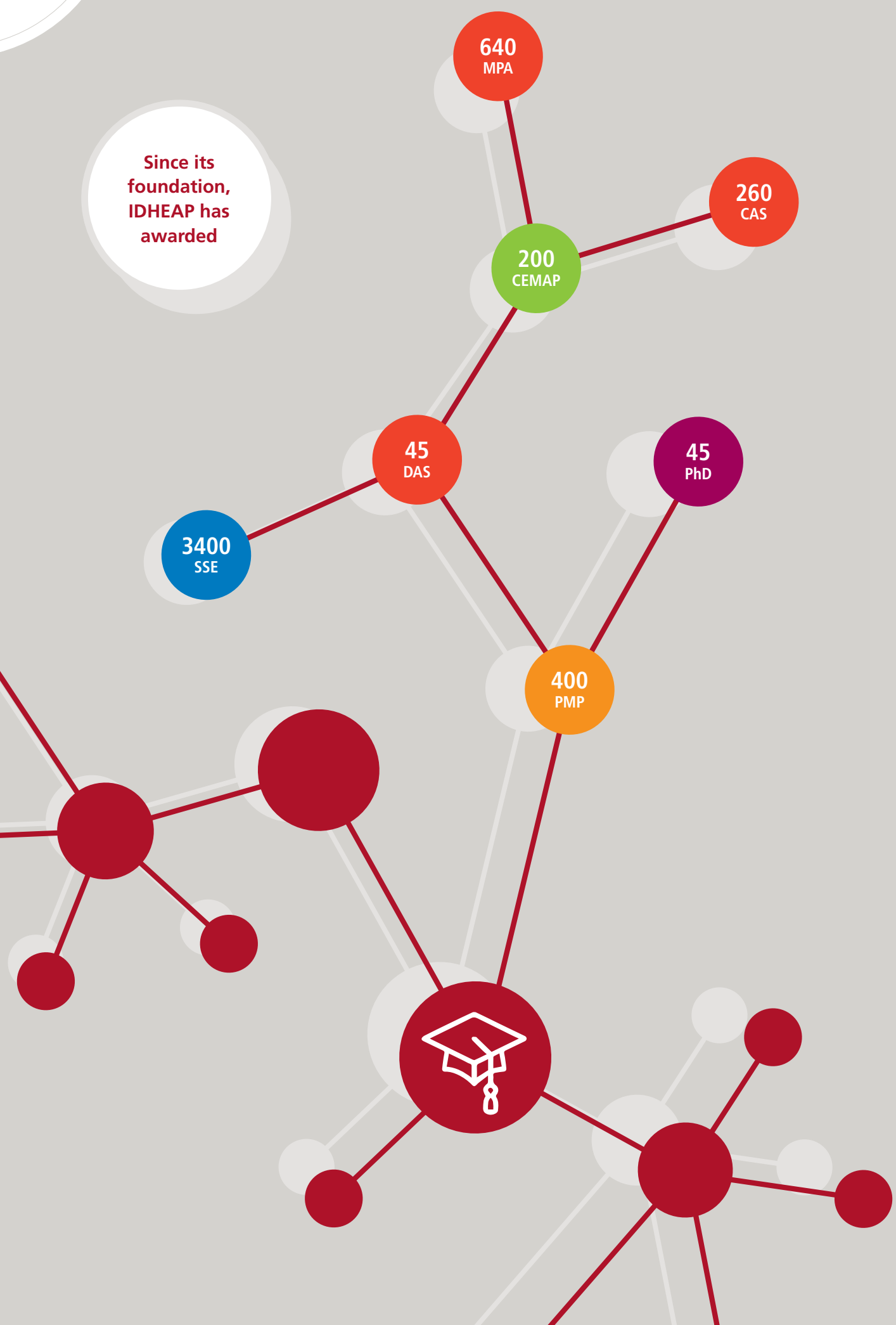
Who is this course for?

Executives and political representatives at the federal, cantonal and communal levels and specialists in the fields covered.

Why take the course?

To learn about and keep up to date with the latest tools and practices, and to exchange experiences with peers.

Since its foundation, IDHEAP has awarded



IDHEAP distinguishes itself thanks to its highly field-driven research. The different domains of research are very varied and are distributed in the following units: Swiss Public Administration and Institutional Policies, Public Law, Economics of Regulation, Public Finance, Information Management, Public Management and Human Resources Management, Public Management and Marketing, Public Policy and Evaluation, and Public Policy and Sustainability.



Professor Barbara Haering
Towards better Synchronisation of Priority Settings and Evaluation Mechanisms for Research Infrastructures Beyond National Relevance

Towards better Synchronisation of Priority Settings and Evaluation Mechanisms for Research Infrastructures Beyond National Relevance has been chosen as a project within the European Union's Framework Programme for Research and Innovation. It will evaluate and compare Europe's research infrastructure in order to define best practices and promote synchronisation between national bodies. This will be done by disseminating its recommendations based on follow-up, interviews and theoretical analyses.



Professor Giuliano Bonoli
Overcoming vulnerability: life course perspectives

Professor Bonoli leads this IDHEAP project as a part of the LIVES national research programme which began in 2011. The project's goal is to study the effects of the economy and post-industrial society on the evolution of situations of vulnerability. It aims to provide a better understanding of the emergence and evolution of vulnerability as well as ways of overcoming it by fostering the development of innovative sociopolitical measures.

www.unil.ch/idheap/unites

IDHEAP's research projects.

Here is a non-exhaustive list of the recent and ongoing research projects in IDHEAP's units :

- Laure Athias** | Fiscal decentralization and Public Private Partnerships: A means of improving efficiency in the delivery of public goods and services?
- Andreas Ladner** | Project leader of the international comparative project "Self-rule index for local authorities" funded by the European Commission Directorate-General for Regional and Urban Policy.
- Tobias Mettler** | Physiolytics in the workplace
- Yves Emery** | PolProx Regards croisés sur les nouveaux modèles policiers | L'innovation des organisations publiques
- Stéphane Nahrath** | SCALES Sustainable Commons Adaptations to Landscape Ecosystems in Switzerland

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Publications](http://www.unil.ch/idheap/Publications)

**The Graduate
School's publications**

are divided into several types. Firstly, we find the Cahiers de IDHEAP (or IDEHAP journals), which bring together the most advanced research work produced by its different research units. Secondly, we have the IDHEAP Working Papers, which identify the research areas which are still the subject of much discussion in the scientific community. Finally, we have a collection entitled Contributions to Public Action, created in 2006 with the objective of putting together an annual collective work of the significant scientific contributions to an important theme of public action. IDHEAP also regularly publishes works produced by its researchers on themes useful to the effective functioning of public organisations in top-ranked scientific journals and with major publishers.

**The Swiss Public
Administration Manual**

"Switzerland's public administrations – whether at the federal, cantonal or communal level – have an excellent reputation, both at home and abroad. They contribute to the country's success, to satisfying the population's needs and to the good functioning of democracy. No work to date has given such a complete description of public administration in Switzerland. The manual presents the general features and different forms that the federal administrations take, the resources which are essential to the functioning of the State, as well as the managerial, economic, financial and political challenges underlying them. Furthermore, it focuses on the administrative structures and procedures of seven distinct public policies. The manual is primarily aimed at executives in federal, cantonal and communal administrations and in those of parastatal organisations. It will also be of interest to any person who works closely with public institutions or who wishes to have a better understanding of how they, the State and Swiss politics function. Finally, the manual also serves as a solid reference work for students of administrative sciences."

Each of IDHEAP's research units is also charged with the task of carrying out useful and publicly recognised consultancy work for the executives managing public missions. Their expertise is very valuable for the proper functioning of public services. The media regularly asks IDHEAP's researchers for their points of view in their capacities as experts in their fields.



Professor Laure Athias
Consulting for Geneva's Cantonal Energy Office

In the today's context of the struggle against climate change, and with the goal of reaching the objectives set by the Kyoto Protocol and the Paris Agreement, the world's industrialised countries are developing more ecologically sound means of heating. Among these are district heating networks fuelled—to a greater or lesser extent—by renewable energies or energy recovery. However, as with most network industries, even if the marginal costs of heat distribution networks are relatively low, setting up those networks requires very significant amounts of investment. It is therefore essential for not only the operator but also the users to connect a maximum number of buildings to the network in order to benefit from economies of scale.



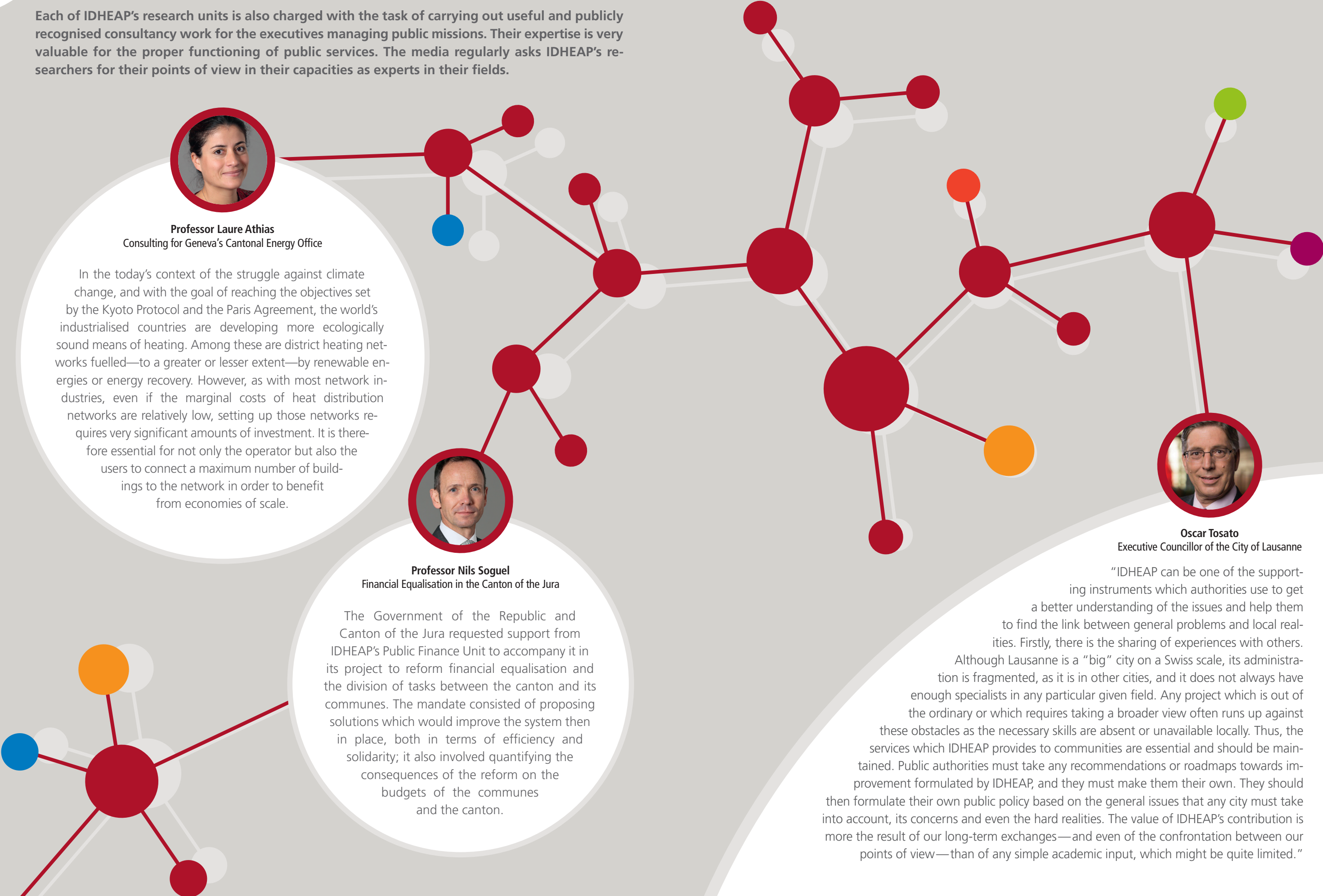
Professor Nils Soguel
Financial Equalisation in the Canton of the Jura

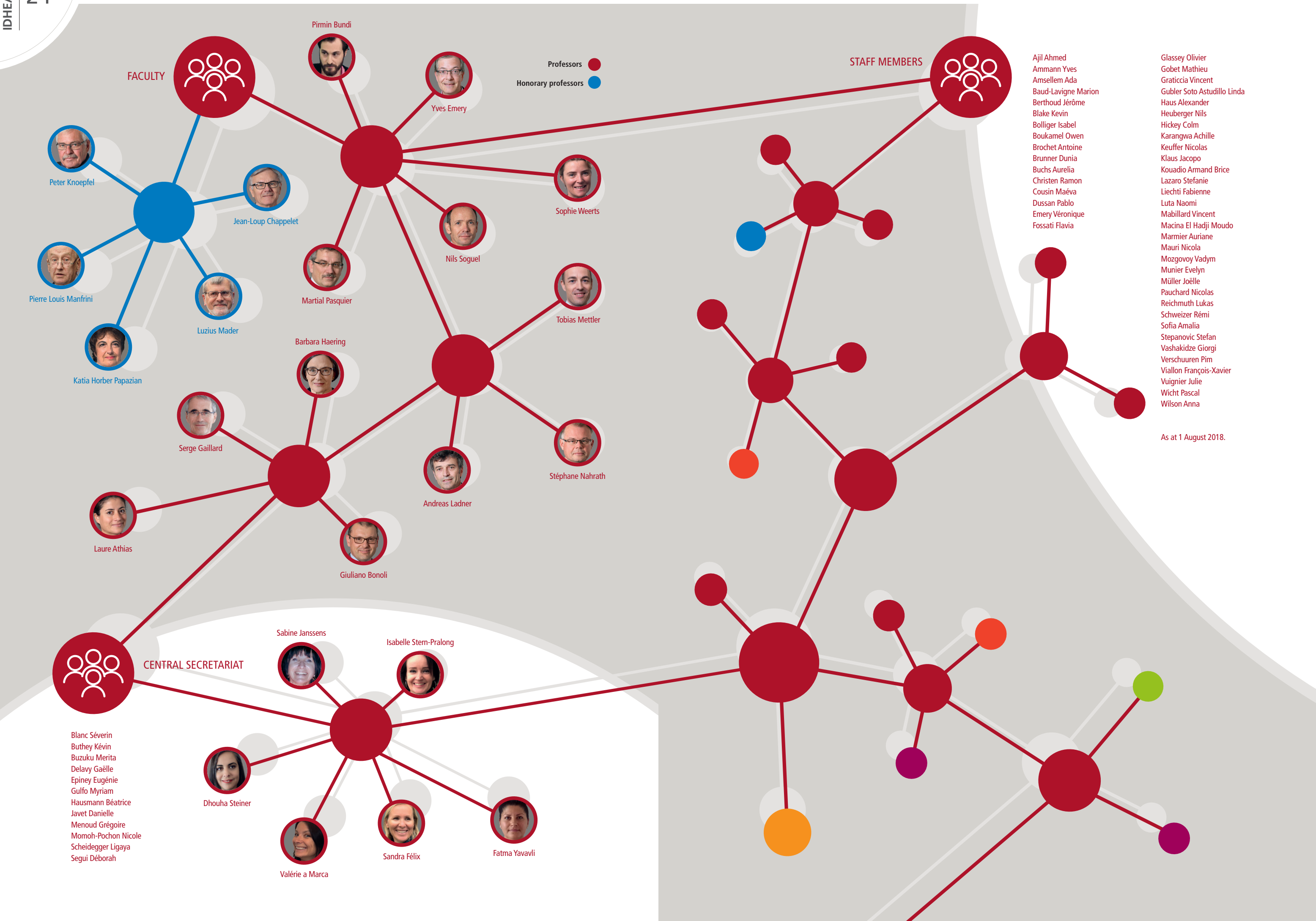
The Government of the Republic and Canton of the Jura requested support from IDHEAP's Public Finance Unit to accompany it in its project to reform financial equalisation and the division of tasks between the canton and its communes. The mandate consisted of proposing solutions which would improve the system then in place, both in terms of efficiency and solidarity; it also involved quantifying the consequences of the reform on the budgets of the communes and the canton.



Oscar Tosato
Executive Councillor of the City of Lausanne

"IDHEAP can be one of the supporting instruments which authorities use to get a better understanding of the issues and help them to find the link between general problems and local realities. Firstly, there is the sharing of experiences with others. Although Lausanne is a "big" city on a Swiss scale, its administration is fragmented, as it is in other cities, and it does not always have enough specialists in any particular given field. Any project which is out of the ordinary or which requires taking a broader view often runs up against these obstacles as the necessary skills are absent or unavailable locally. Thus, the services which IDHEAP provides to communities are essential and should be maintained. Public authorities must take any recommendations or roadmaps towards improvement formulated by IDHEAP, and they must make them their own. They should then formulate their own public policy based on the general issues that any city must take into account, its concerns and even the hard realities. The value of IDHEAP's contribution is more the result of our long-term exchanges—and even of the confrontation between our points of view—than of any simple academic input, which might be quite limited."





As at 1 August 2018.

NOTES

Acknowledgements:

IDHEAP would like to thank its partners for their continued trust and for accepting to appear in this document.

Abbreviation:

Page 7 | EAPAA: European Association for Public Administration Accreditation

CUS: Conférence des universités suisses

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