

# BUILDING PUBLIC SECTOR LEADERSHIP AND CAPABILITY



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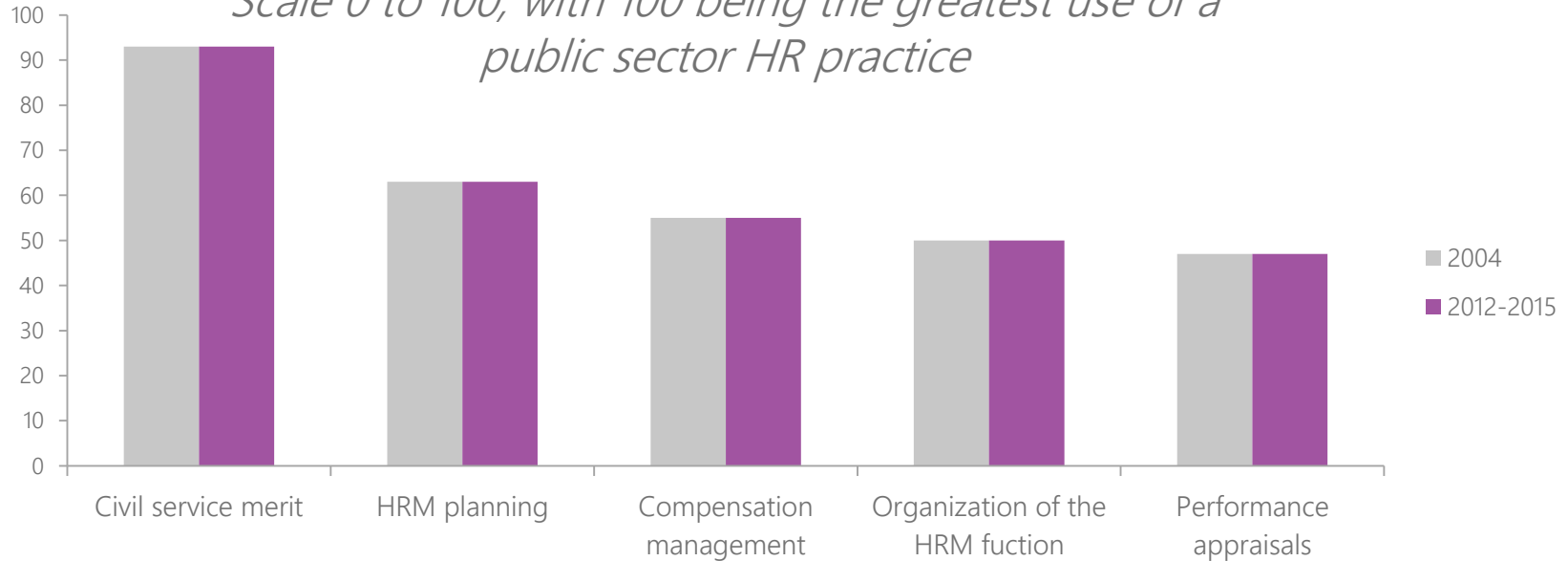
Brazil and the United States in  
Comparative Perspective  
ENAP - Brazil Institute, Woodrow  
Wilson International Center for  
Scholars  
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# *HRM PRACTICES IN BRAZIL HAVE REMAINED CONSTANT OVER PAST 15 YEARS*

## *Score of HRM indexes*

*Scale 0 to 100, with 100 being the greatest use of a public sector HR practice*



Source: Government at a Glance Latin America and the Caribbean 2017



# 2010 REVIEW OF HRM PRACTICES IN BRAZIL: MANAGING HR ACROSS THE FEDERAL SYSTEM

- **Career system**

- Fragmentation of career system (« job category » system) and narrow groupings: Barrier to optimal allocation of staff and barrier to performance orientation et efficient workforce planning
- DAS positions create space, but untransparent appointment process
- Entry-level recruitment based on examination of basic academic skills

- **Strategic workforce planning**

- Strong input control: workforce size, costs, pensions and outsourcing
- Overall stop and go policy with case-by-case implementation of workforce planning
- Weak managerial accountability



# 2010 REVIEW OF HRM PRACTICES IN BRAZIL: REINFORCING MERITOCRACY

- **Compensation system**

- Opacity and high costs of the system; fragmentation of compensation design; unclear criteria
- Unique opportunity to change workforce structure and allocation because of large departures on retirement.

- **Performance management**

- General difficulties with organisational performance management
- Career system as the main impediment
- Emphasis on performance related pay extremely difficult to implement in that context

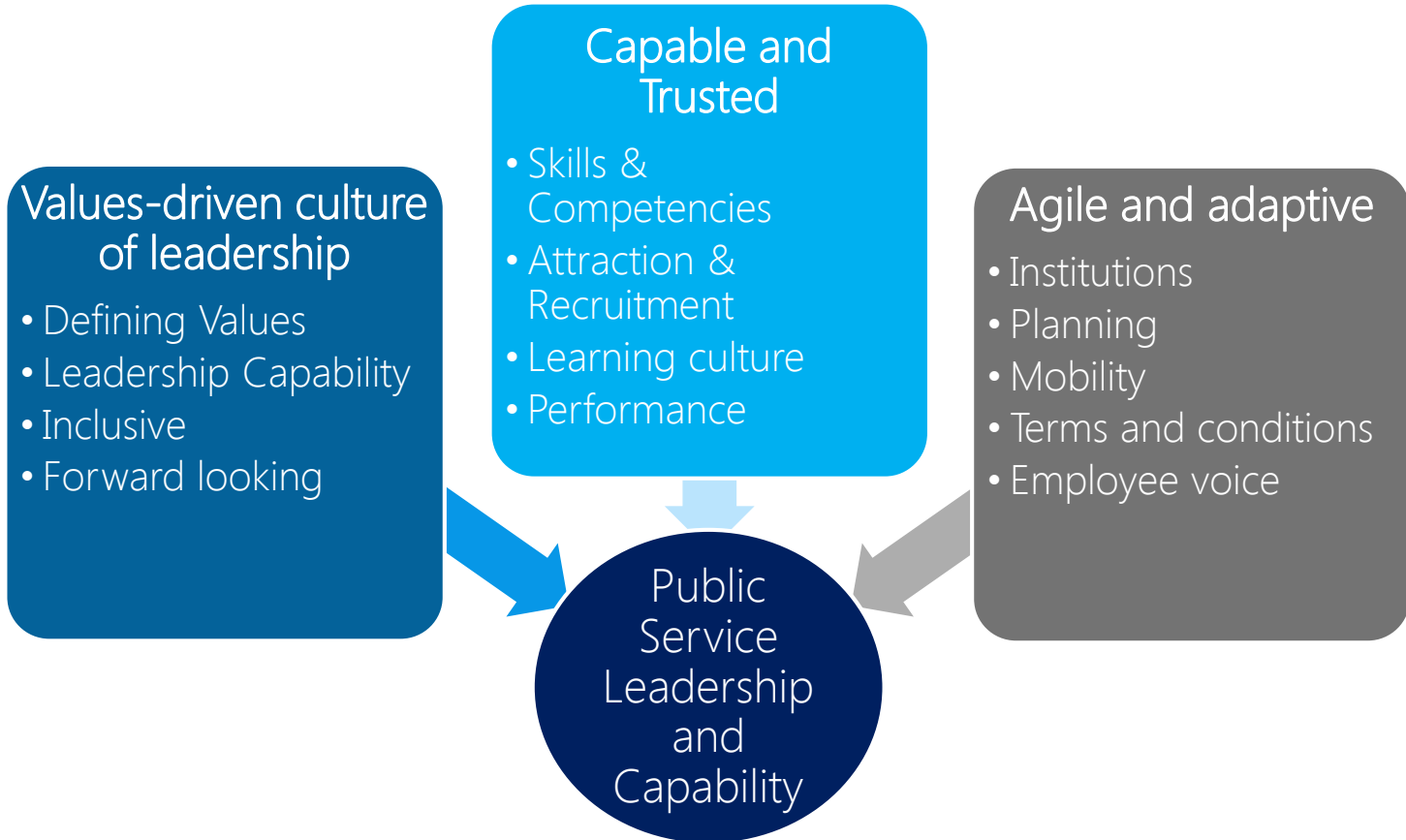


# 2010 REVIEW OF HRM PRACTICES IN BRAZIL: BUILDING HRM CAPACITY

- **HRM capacity**
  - Centralised and fragmented system
  - Low investment in developing capacities in HRM
  - Capacities in process and compliance controls
  - No HRM accountability framework with sectoral ministries
- **Managing managers**
  - DAS system permits bringing new skills and fast careers
  - Selection based on untransparent criteria
  - Interface between political and administrative levels is blurred
  - Limited investments in strengthening the competencies and cohesion of the group

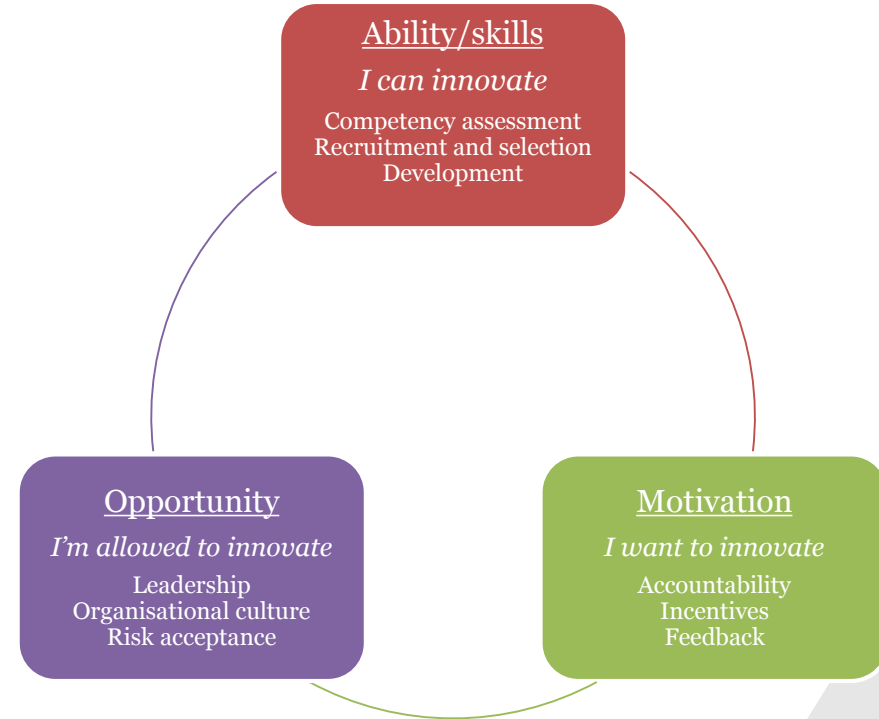
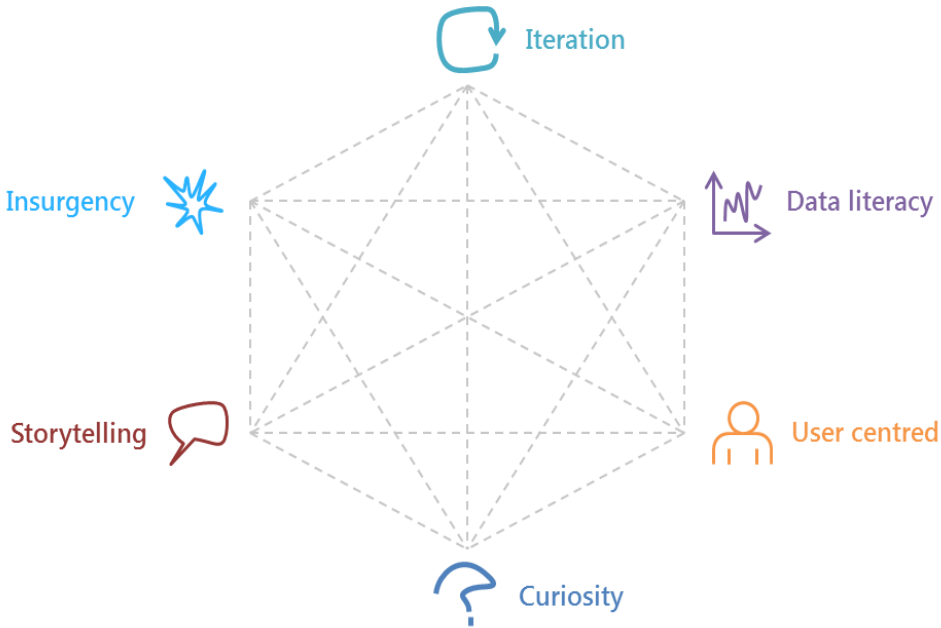


# TOWARDS AN OECD RECOMMENDATION ON PUBLIC SERVICE LEADERSHIP AND CAPABILITY





# 2018 REVIEW ON INNOVATION SKILLS AND LEADERSHIP





THANK YOU.

