BUILDING PUBLIC SECTOR LEADERSHIP AND CAPABILITY

Edwin Lau
Public Governance Directorate, OECD

Brazil and the United States in Comparative Perspective
ENAP - Brazil Institute, Woodrow Wilson International Center for Scholars
May 23, 2018
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
  o Fragmentation of career system («job category» system) and narrow groupings: Barrier to optimal allocation of staff and barrier to performance orientation and efficient workforce planning
  o DAS positions create space, but untransparent appointment process
  o Entry-level recruitment based on examination of basic academic skills

• Strategic workforce planning
  o Strong input control: workforce size, costs, pensions and outsourcing
  o Overall stop and go policy with case-by-case implementation of workforce planning
  o Weak managerial accountability
2010 REVIEW OF HRM PRACTICES IN BRAZIL: REINFORCING MERITOCRACY

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

• Performance management
  o General difficulties with organisational performance management
  o Career system as the main impediment
  o Emphasis on performance related pay extremely difficult to implement in that context
2010 Review of HRM Practices in Brazil: Building HRM Capacity

• HRM capacity
  o Centralised and fragmented system
  o Low investment in developing capacities in HRM
  o Capacities in process and compliance controls
  o No HRM accountability framework with sectoral ministries

• Managing managers
  o DAS system permits bringing new skills and fast careers
  o Selection based on untransparent criteria
  o Interface between political and administrative levels is blurred
  o Limited investments in strengthening the competencies and cohesion of the group
Values-driven culture of leadership
- Defining Values
- Leadership Capability
- Inclusive
- Forward looking

Capable and Trusted
- Skills & Competencies
- Attraction & Recruitment
- Learning culture
- Performance

Agile and adaptive
- Institutions
- Planning
- Mobility
- Terms and conditions
- Employee voice

TOWARDS AN OECD RECOMMENDATION ON PUBLIC SERVICE LEADERSHIP AND CAPABILITY
2018 REVIEW ON INNOVATION SKILLS AND LEADERSHIP

**Ability/skills**
*I can innovate*
- Competency assessment
- Recruitment and selection
- Development

**Opportunity**
*I’m allowed to innovate*
- Leadership
- Organisational culture
- Risk acceptance

**Motivation**
*I want to innovate*
- Accountability
- Incentives
- Feedback

**Insurgency**
**Storytelling**
**Curiosity**

**Iteration**
**Data literacy**
**User centred**
THANK YOU.