



Secretariat for Political Affairs – SAP  
Department for Effective Public Management – DEPM

INTER-AMERICAN COOPERATION MECHANISM  
FOR EFFECTIVE PUBLIC MANAGEMENT – MECIGEP

## REPORT ON BRAZIL

“SELECTING BETTER PUBLIC SERVANTS: INTEGRATED  
PERSONNEL MANAGEMENT SYSTEMS  
OF BRAZIL, MEXICO, AND URUGUAY”

2014



Collaborating countries:  
Mexico and Uruguay



Foreign Affairs, Trade and  
Development Canada

Affaires étrangères, Commerce  
et Développement Canada

**Report on Brazil: “Selecting Better Public Servants: Integrated Personnel Management Systems of Brazil, Mexico, and Uruguay”**

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## 1. Prologue

The purpose of this document is to provide information on the horizontal cooperation activities carried out in the context of the Rounds of Analysis (Rounds) of the Inter-American Cooperation Mechanism for Effective Public Management (MECIGEP), spearheaded by the Department for Effective Public Management of the Organization of American States (DEPM/OAS).

Section 2 gives a brief description of the activities executed in the context of this Round, with emphasis on its design and implementation, based on an interactive model (for example, workshop, roundtable, on-site visit, teleconferences, etc.) and a group of provider (requested) countries determined by the beneficiary (requesting) country, with technical support from the DEPM/OAS.

Section 3 presents a brief introduction to the uses, potential, and components of computerized integrated human resource management systems in public administration as a tool for management and public transparency.

Section 4 sets out general guidelines for the experience—the subject of the Round: the design and implementation process (still under way) of the new Computerized Personnel Management System (SIGEPE, from its Portuguese acronym) of the Federative Republic of Brazil. Likewise, reference is made to the existing legal framework underlying this initiative, its objectives in terms of improving management of the government’s workforce, and the technology solution it hopes to adopt.

Mexico’s experience in finding technology solutions for civil service management is addressed in section 5. This section underscores the special characteristics of the public service model in that country, emphasizing the use of the “*RHnet*” and “*TrabajaEn*” tools for managing the entry subsystem (recruitment and selection) for civil service employment within the Mexican Professional Career Service (SPC) and its integration with other technology solutions adopted to manage other processes and subsystems.

The civil service in Uruguay and its online portal for the recruitment and selection of public servants through “*Uruguay Concurso*” is described in section 6. This section has to do with the legal framework defining the powers of the National Civil Service Office (ONSC, from its initials in Spanish) as the governing body for human resource management; as well as the influence of the rights-based approach of Uruguayan administrative law in the adoption of a technological tool focused on ensuring transparency in the dynamics of public competitions to fill vacancies in the Central Administration, the (Internet-based) technology solution adopted, and the impact of the system’s implementation on the effectiveness and efficiency of the process for entry of public servants into government service.

In light of the cases presented above, section 7 offers a brief set of helpful recommendations to get a better grasp of Brazil’s experience (still under way) and to provide guidance on the possible adoption of similar automated management systems developed by other OAS member countries.

Lastly, mention is made of the future cooperation needs and opportunities in terms of the on-site visit to Brazil and the substantive conclusions on the advantages and disadvantages of integrated management systems for the effectiveness and transparency of human resource management in public service in the Hemisphere.

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### 2. Round of Analysis of the MECIGEP – 1/2014

The First Round of Analysis was convened on April 11, 2014, by the Department for Effective Public Management of the Secretariat for Political Affairs (DEPM/SPA) of the OAS in response to formal request No. 223 SEGEP-MP, presented by the Ministry of Planning, Budget, and Management of the Federative Republic of Brazil (MPOG, from its initials in Portuguese) through its Permanent Mission, taking into account the basic criteria given to the authorities of the OAS member states at the First Meeting of High Level Authorities of Public Management, held in Panama City on March 14, 2014.

The request by Brazil’s MPOG reflected its special interest in receiving technical support from the OAS, through the MECIGEP, in the area of strategic human resource management focused on computerized integrated personnel management systems.

In response to Brazil’s request and with the collaboration of the Permanent Missions of Mexico and Uruguay to the OAS, the DEPM/OAS conducted an on-site technical visit to the MPOG’s main office in Brasilia, Brazil, during the first week of May 2014.

The purpose of the technical on-site visit was to carry out the first phase of the Round of Analysis of the MECIGEP – 01/2014. This phase consisted of a “dialogue among peers” on the recruitment and selection process, which was intended to shed light on the development of a specific module in the framework of the project **Computerized Personnel Management System of the Federal Public Administration – SIGEPE**, which is being designed and gradually implemented by the MPOG.

This process of dialogue was based on a comparative analysis of the preliminary design for the recruitment and selection module of SIGEPE vis-à-vis similar personnel selection tools, such as “RHnet” and “TrabajaEn” (used by the Ministry of Public Administration – SFP – of Mexico) and “Uruguay Concurso” (used by the National Civil Service Office – ONSC – of Uruguay). These tools were identified by the MPOG, with DEPM/OAS support, as “*similar relevant experiences capable of informing and shedding light on the [ongoing] development of Brazil’s tool.*” With this objective in mind, the DEPM/OAS facilitated the establishment of a group of international experts from Mexico and Uruguay.

The Group of Experts was made up of the following officials: two (2) experts from the Ministry of Public Administration (SFP) of the Office of the President of Mexico, Mr. Alfredo Muñoz García, Director of Performance Evaluation and Development; and Mrs. Marisol Padilla, Director of Systems Standardization; and an expert from the National Civil Service Office (ONSC) of the Office of the President of Uruguay, Mr. Ariel Sánchez, Head of the “Uruguay Concurso” Program; and Mr. Silverio Zebral, a Senior Specialist in the DEPM/OAS. These experts lent support to a working group consisting of five senior officials from the Secretariat for Public Management of the MPOG in examining the design of the new Computerized Personnel Management System (SIGEPE) of the Federal Public Administration of the Federative Republic of Brazil.

The Round of Analysis began on May 5, 2014, with an internal workshop titled “*SIGEPE Workshop (Selection Module): Experience of Mexico and Uruguay,*” organized by the Secretariat for Public Management of the MPOG. The workshop focused on the introduction of SIGEPE (still in its development phase and implemented by the MPOG) and on experiences in handling

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selection processes for civil servants in Mexico and Uruguay. In attendance were a total of seventy (70) public servants from the MPOG and other federal government entities.

The Brazilian authorities who took part in this round were: Mrs. Ana Lucia Amorim, Secretary for Public Management of the Ministry of Planning, Budget, and Management (MPOG); Mr. Mauro Henrique Macedo Pessoa, Deputy Secretary of the Secretariat for Public Management of the MPOG; Mr. Julio Laranjeira, Chief of the OAS Division of the Ministry of Foreign Affairs of Brazil; as well as other directors of various units and senior officials of the MPOG.

The experiences presented on the “*TrabajaEn*” and “*RHnet*” systems (administered by the SFP of Mexico) and on “*Uruguay Concurso*” (offered by the ONSC of Uruguay) provided important inputs for the design and implementation of the new Brazilian management system, which is scheduled for 2014-2018 and will have an impact on strategies for managing civil service personnel (especially executive and management-level staff) and will increase the transparency and efficiency of said management.

The purpose of the workshop was to familiarize MPOG officials involved in the design, development, and implementation of SIGEPE with the workings of the civil servant recruitment and selection process in the invited countries (Mexico and Uruguay) and to teach them about the structure, functions, and potential uses of the “*RHnet*,” “*TrabajaEn*,” and “*Uruguay Concurso*” personnel-selection tools.

Subsequently, on May 6, a bilateral dialogue panel was set up with a group of twelve (12) Brazilian public servants directly involved in the design and implementation of SIGEPE and the experts from Mexico and Uruguay who, in their capacity as experts, were invited to chair it.

On that occasion, the invited international experts were afforded the opportunity to clarify details and respond to queries from their Brazilian counterparts on the operations and use of the personnel management systems in Mexico and Uruguay. Likewise, they made a brief analytical assessment of the structure, functions, and uses of the Brazilian tool (still under development) and offered preliminary suggestions and recommendations on its development based on the preceding day’s presentations.

The documents and presentations exchanged among the participants during the workshop and the bilateral dialogue panel are reflected in the present report (compiled by the DEPM/OAS). This report describes the functions and characteristics of the recruitment and selection process for civil servants in Brazil. It also makes a brief comparative analysis of its functions, strengths, and weaknesses, taking into consideration the civil service models in Mexico and Uruguay, and makes recommendations relevant to Brazil’s experience and to that of other OAS member countries that may be interested in adopting technology solutions for personnel management in the framework of their national civil service systems, to enable them to benefit from this exchange of experiences.

### **3. Integrated Personnel Management Systems in the Civil Service: IPMSs**

Since the restoration of democracy in the Hemisphere, the governments of the Americas have faced a major challenge in terms of redeeming the social debt by granting economic and social rights to heretofore marginalized populations and expanding government action to achieve social well-being.

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Called upon to redress historical injustices through the universal provision of a myriad of public services to an increasingly demanding citizenry, the state has found itself deficient on two fronts: it is experiencing a profound financial crisis and it lacks organizational skills based on human talent.

This twofold deficiency—in both financial and human resources—has been exacerbated by the partial dismantling of the state apparatus by the administrative reforms that took place in the region in the 1990s. Even though the public sector labor force has been reconstituted, the increasing technical nature of public affairs, restrictions in the room to maneuver in implementing public policies, and a more fragmented society—organized into networks and permanently mobilized—have considerably increased the complexity of government undertakings.

In this connection, the governing entities of the region must face a twofold challenge: (a) attracting and selecting more and better cadres, especially young talent, for public service; and (b) making better use of available human capacities and organizational skills with the workforce they already have.

In this context, many of the governing entities will have to adopt automated Integrated Personnel Management Systems (IPMSs) as a technology solution for handling a massive database of civil servants assigned to the different organizations of national public administration.

The primary objective of the IPMSs is to guarantee quality, security, and efficiency in managing the vast amount of employment data for each of the public servants working for the administration and for the group of them as a whole.

**Fig. 01– Primary Objective of the IMSs**



To fulfill this objective, the IPMSs make it possible to input, preserve, update, recover, categorize, and classify data reliably online, in asynchronous (remote) or real time mode—according to diverse protocols, routines, hierarchies, and levels of confidentiality.

In addition to “*Big Data*” management for the workforce, the IPMSs are useful tools for the following, among other functions:

- a. Making plans for strategically organizing the state, given that they make it possible to compare government public policy priorities and corresponding financial resources with the human skills and capacity profiles in each government organization, recommending, in light of these priorities, the recruitment of new civil servants, their transfer to existing posts, or the creation of new ones;

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- b. Helping to project personnel needs in the short (one year) and medium (four to five years) terms, as a function of the progress made in covering the services provided by the state and of the new skills profiles required in each new area of government activity. In this connection, the IPMSs make it possible to conduct an “*ongoing census*” of the public sector labor force; and
- c. Increasing the transparency of recruitment and selection processes (“*entry*”) for new public servants and of the promotion procedures for existing ones through publication of non-confidential information and open citizen access to the web portals.

Organized into specialized modules for each of the state’s human resource management functions (i.e., recruitment, selection, entry, training, certification, development, evaluation, promotion, civil servant services and day-to-day operations, and separation from service), the IPMSs are normally implemented gradually, with new modules incorporated as the module for the previous function has been put into practice, approved, and linked with the other systems and isolated peripheral databases that supply the IPMS with primary information.

In addition, these solutions are generally adopted according to the availability of financial resources for their procurement and/or development as well as the specifics of the legal framework and the civil service model of each country for their design and structure.

However, in the large majority of cases, the implementation of these technological tools tends to be viewed as a subsequent step to the adoption and existence of legal norms establishing a minimum level of professionalization of the civil service.

#### 4. The case of Brazil:

##### 4.1. Selection of public servants in Brazil: Challenges and outlook

In Brazil, the professionalized civil service is based on Article 37 of the Federal Constitution, which defines the general principles behind the operations of the Brazil’s Public Administration: legality, impartiality, morality, transparency, and efficiency.

According to Article 37, II, of the Federal Constitution, appointment to public posts in the civil service is subject to prior fulfillment, through public competition—by means of exams or of exams and academic credentials, depending on the complexity of the post or position—of the requirements established by law, except for trust appointments, as provided for in the Law on Free Appointment and Removal. Thus, persons may only be appointed to actual public posts when selected through public competition.

Law No. 8.112 of December 11, 1990, “*on legal provisions governing civil servants of the Union, autonomous bodies [autarquías], and public foundations*” establishes as basic requirements for holding a public post: (a) Brazilian nationality; (b) entitlement to political rights; (c) discharge of military and electoral obligations; (d) academic level required for the post; (d) minimum age of 18; and (f) physical and mental capacity.

For public trust posts, to which persons may be appointed or removed on a discretionary basis, appointments are not subject to public competition.

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Decree 5.497, of July 21, 1995, “*on the appointment of career civil servants to public trust positions in the Senior Management and Services Advisory Group (DAS), levels 1 to 4, in the Federal Public Administration*” establishes that the following trust appointments in the DAS of the Federal Public Administration, autonomous bodies, and foundations shall be filled exclusively by career civil servants: I. 65 percent of public positions of trust in the DAS, levels 1, 2, and 3; and II. 50 percent of public positions of trust in the DAS, level 4.

Necessary financial resources for the salaries of new civil servants in the Federal Public Administration are provided for in the Proposed Budget Law adopted each year by the National Congress.

The Ministry of Planning, Budget, and Management (MPOG), through the Secretariat for Public Management, receives requests and issues authorizations for holding public competitions, keeping in mind the sectoral priorities set by the government and the corresponding budgetary availability. The calls for applications are issued independently by each entity of the Federal Public Administration.

In addition to these factors, the MPOG considers existing rules to prevent positive discrimination against vulnerable groups, as mentioned below:

- a. Decree No. 3.298/1999, on the “*National Policy for the Integration of Persons with Disabilities,*” provides that persons with disabilities are entitled to apply, openly and on an equal footing with other candidates, for public posts in which the functions are compatible with their disabilities; with a quota of least 5 percent set aside for them in competitions for public posts.
- b. A waiver of payment of application and/or registration fees for public competitions for citizens who are economically disadvantaged and recipients of the Federal Government’s conditional cash-transfer programs; and
- c. Law No. 12.990/2014, which establishes that persons of African descent are to constitute 20 percent of persons competing for public posts and for posts in the federal administration, public foundations, public enterprises, and joint ventures controlled by the Union in the next 10 years (2014-2024).

For these and other reasons, the public perception of entry into government service is positive. In general, public competitions in Brazil: (a) are viewed by citizens as highly credible, (b) are subject to considerable social control; (c) are widely disseminated; (d) are in high demand and result in fierce competition among candidates; (e) have high operating costs (in terms of the time required and the expenses involved in administering exams); and (f) have a low likelihood of fraud. Consequently, citizens are highly reluctant to accept proposals for reform that would bring about substantive changes in the selection process rules.

This notwithstanding, even given this favorable perception, the MPOG, through the Secretariat for Public Management, has recognized some weaknesses in the entry process (or in its later stages) that can be improved upon:

- a. Frequent legal action in the case of competitions—52 percent of the time with respect to problems with the preparation and publication of the calls for applications (*EDITAL*);

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- b. Delays between the MPOG authorization to hold the competition and entry into the civil service;
- c. High turnover of selected personnel, who participate in several competitions at once and move, within short periods of time, from low to higher paying jobs, without demonstrating an interest in a specific career; and
- d. Questionable effectiveness, in that it is not necessarily the candidate with the most suitable profile who is chosen for the post in question but rather the one who gets a better score in the exams.

Nonetheless, according to projections by the Secretariat for Public Management (SEGEP, from its Portuguese acronym) of the MPOG, about 40 percent of civil servants now working will be in a position to retire in the next 10 years. These numbers pose a challenge to continuity and to the preservation of institutional memory in the government areas and organizations most affected by this trend.

Likewise, in view of the increasing demand for public servants to work in areas that provide direct services to social program beneficiaries (especially health and education), this “demographic” trend offers an opportunity to revamp the Brazilian civil service profile in terms of the new array of management, technical, and human capacities required by the public administration at the outset of the new century.

In order to provide the federal government with a modern automated personnel-management tool, a new Computerized Personnel Management System (SIGEPE) of the Federal Public Administration is being implemented and will replace the current Integrated Human Resource Management System (SIAPE).

### 4.2. Brazil’s tool: Design of SIGEPE

#### Description

The Computerized Personnel Management System (SIGEPE) of the Federal Public Administration is intended to meet the needs of the Ministry of Planning, Budget, and Management (MPOG) in the area of the direct federal public administration, the autonomous bodies (“*autarquias*”), and the public foundations, so as to respond to the federal government’s personnel management needs in every regard while complying with the legal requirements and norms of the Federal Administration’s Civilian Personnel System – SIPEC.

It should first of all be mentioned that SIGEPE is still under construction. The SIGEPE project expects to develop a total solution to human resource management over a period of five years (60 months), with more than 30 modules planned. The project is divided into five stages in order to provide deliverables by module and on a regular schedule until its completion, slated for 2017. In 2013, the first stage and part of the second were completed, since two of the products (legal action and register of consignees) were in production and the Civil Servant, Management Information, and Personnel Administration Portals were in a pilot phase, with expansion for use by the administration as a whole planned for May 2014.

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The new Computerized Personnel Management System (SIGEPE) will replace the current Integrated Human Resource Management System (SIAPE), used by over 200 agencies for payroll generation.

Unlike SIAPE, which is limited exclusively to payroll management, SIGEPE will be a comprehensive personnel management system that covers government workers’ entire working-life cycles. That is why the system was developed in modules, taking into account the principal personnel management processes, such as: provision of the labor force, selection and hiring, salaries, compensation and benefits system, operational management, payroll, special procedures, personnel development management, labor relations, quality of life, job security, document management, follow-up, information management, process and systems management, legislation, data management, and dismissals, in addition to necessary support processes.

In creating SIGEPE, intensive mapping was conducted of personnel management processes, based on which the system’s functions were designed, with workflow technology, integrated databases, and a web platform. Consequently, in addition to constituting a system to record the civil servant’s employment, SIGEPE will be a working tool for human resource areas and a means for civil servants to have access to transactions and services related to their working lives, in which electronic processes will replace paper, thus resulting in gains in productivity, security, and transparency for personnel management processes in all federal executive entities. In order to provide modular deliverables at a constant rate until SIGEPE’s conclusion, slated for 2017, the design process was divided into five stages:

- *Stage 1:* Stage 1 of the technological and system support processes, development of the personnel management portal and the civil servant services portal; stage 1 of the process and systems management module; stage 1 of the New Federal Government Organizational Information System – SIORG; stage 1 of the Performance Management Module; and stage 1 of data management.
- *Stage 2:* Second stage of the technological and system support processes; stage 1 of special processes; stage 1 of the compensation and benefits system, employee dependent module; and stage 1 of the document management module.
- *Stage 3:* Phase 1 of labor force provision; stage 1 of selection and hiring; stage 1 of entry; stage 1 of functional management; stage 1 of personnel development management; and continuation of stage 2 of the modules already initiated.
- *Stage 4:* Employee health modules; stage 1 of the payroll module, the working relationships module, the quality of life module, the civil servant job security module, and the follow-up module; and continuation of the modules already initiated.
- *Stage 5:* Legislation module; termination and retirement module; conclusion of the payroll module; and conclusion of the modules initiated in the other stages.

### Objectives

From a management perspective, implementation of SIGEPE will make it possible to:

- a. Automate and integrate the Federal Public Administration’s personnel management and organizational-structure management processes;

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- b. Streamline administrative procedures regarding civil servants’ relationship with the Federal Public Administration;
- c. Improve the flow of communication between the MPOG and civil servants, by establishing a conduit for the management of incidents and the provision of services in the workplace;
- d. Ensure overall coherence of the regulatory framework for government careers, which is now disparate and fragmented; and
- e. Increase the productivity, security, and transparency of information management, by replacing paper records with accessible, protected, and updatable records.

### **Scope**

SIGEPE will provide assistance to the federal government in respect of direct public administration, autonomous bodies, and public foundations and of integration with Ministry of Defense (military) systems in obtaining data.

### **Coverage**

The project involves the development of a technology solution for payroll processing for approximately 1,460,000 registered personnel, who are governed by the provisions of the Single Legal System (Law 8.112/90) and of the Consolidation of Labor Laws – CLT – (Decree Law No. 5.452/43), temporary staff (Law 8.745/93), interns, medical residents, military police, and civilian police of the government of the Federal District, among other systems. These people comprise current workers, retirees, and pensioners from 221 agencies and 1,126 payment units throughout national territory. In addition to the fact that the civil servants themselves will be able to have access to their data, about 17,000 (seventeen thousand) users perform operations in the system to administer the work lives of federal public servants, with up to 1,650 simultaneous accesses. Total payroll amounts to R\$7.4 billion per month, which corresponds to 58.7 percent of the Union’s current net revenue and 20.6 percent of its total revenue.

### **Good governance**

The Secretariat for Public Management (SEGEP) of the Ministry of Planning, Budget, and Management (MPOG) is the entity responsible for formulating policies and guidelines on public management, within the Federal Public Administration, including those on: personnel management, organization and operations of the public administration, results-based agreement and incentive and performance evaluation systems, and improvements and innovation in the management of agencies and entities. It bears noting that SEGEP acts as the central body of the Federal Public Administration’s Civilian Personnel System (SIPEC) and has regulatory authority for civilian personnel matters within the direct federal administration; the autonomous bodies, including those with special regulations; and public foundations, and also coordinates and supervises the preparation of personnel rolls within the direct federal administration; the autonomous bodies, public enterprises, and joint ventures that receive budgetary allocations from the General Budget of the Union for personnel costs.

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As the central body of the Federal Administration’s Civilian Personnel System, SEGEP establishes SIPEC guidelines and standards, including rules and regulations, for the sectors and sections of the aforementioned system, in order to consolidate and harmonize knowledge, interpretations, and behaviors in the area of public administration.<sup>1</sup>

It bears mentioning that the scope of action of SEGEP is limited, given the administrative autonomy of the ministries, as established in Law No. 10.683, of May 28, 2003, which governs the structure of the Office of the President of the Republic and the ministries. The ministries and their offices carry out their administrative duties independently, including activities regarding personnel management, budget and finance, accounting, information technology, supplies, assets, and general services, as well as the organization and management of work. The central body (the Ministry of Planning, Budget, and Management –MPOG) is solely responsible for the coordination and management of the auxiliary activity systems set out in Decree Law No. 200, of February 25, 1967.

Consequently, the organs and entities are free to plan and manage their personnel through such activities as: job profile definition and requests for restructuring or addition of personnel according to their needs; definition of criteria for, and holding of, authorized public competitions; design and adjustment of working procedures; and team and managerial staff training and development, based on outcomes and priorities, through the assignment, transfer, and training of personnel and performance evaluations, among other things.

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1. The competencies of SEGEP, set forth in the Decree on Procedural Structure (Decree No. 8.189/2014), are the following: I – to formulate public management policies and guidelines, in the context of the Federal Public Administration, including: (a) personnel management in terms of: (1) planning and quantification of the labor force; (2) public competitions and fixed-term hiring; (3) posts and post and career plans; (4) commissioned posts and positions of trust; (5) remuneration structure; (6) performance evaluation; (7) professional development; (8) health care and job security; and (9) retirement plan and employee benefits and assistance; (b) public administration organization and operations, especially with regard to institutional legal models, organizational structures, and commissioned posts,, positions of trust, and commission functions of a technical nature; (c) results-based agreement and incentive and performance management systems; and (d) improvement and innovation in the management of agencies and entities of the Federal Public Administration; II – to act as the central body of the Federal Public Administration’s Civilian Personnel System – SIPEC – and the Federal Government’s Organizational Information System – SIORG; III – to exercise regulatory and advisory capacity for civilian personnel in the federal administration; autonomous bodies, including those with special regulations; and public foundations; IV – to propose, coordinate, and support the implementation of plans, programs, and strategic actions on innovating and enhancing public management; V – to promote knowledge management and cooperation in public management; VI – to coordination the actions of the National Program for Public Management and Debureaucratization – GES PÚBLICA, established by Decree No. 5.378, of February 23, 2005; VII – to act as supervisory body of Specialist Careers in Public Policy and Government Management – EPPGG – and the career in social policy development; IX – to coordinate and follow up on the formulation of personnel rolls in the context of the federal administration; X – to promote follow-up to the quantitative and qualitative evolution of the workforce of the agencies and entities that make up the federal administration and to personnel remuneration costs; XI – to monitor payroll quality; XII – to advise the Minister of Planning, Budget, and Management in the analysis of proposals to create, modify, or restructure posts, careers, and the remuneration of public servants and military.

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### **Technology Solution**

SIGEPE constitutes a major technological breakthrough compared to the present SIAPE system. While SIAPE is a closed, limited, fragmented process-based system whose operators are certified and authorized by each ministry through an administrative privilege structure, SIGEPE intends to be an open (web-server) process-based structure, with an expanded scope, which is integrated and accessible to public servants through digital certification. Implementing SIGEPE will entail downsizing and dematerializing the physical platform (hardware) currently in use.

The system is being developed by a consortium made up of two public enterprises:

- a. National Data Processing Service (SERPRO): construction and development of the technology solution (software); and
- b. Information and Social Security Technology Company (DATAPREV).

It should be pointed out that the MPOG, through its Secretariat for Public Management (SEGEPE), has hired the aforementioned consortium for development of the system, but it has retained responsibility for managing implementation of the new tool. The MPOG also has a technical cooperation agreement with the University of Brasilia (UnB) for monitoring the quality of the devices developed under the SIGEPE project. The university has also assumed responsibility for providing technical consulting services on prior mapping efforts and the improvement and integration of organizational processes.

As concerns implementation of the technology solution, the principal functions of SIGEPE will be to: (i) revamp the technologies used in the systems, enhancing the capacity for maintenance and expansion; (ii) improve payroll procedures and costs; (iii) guarantee interoperability of the personnel management system; (iv) upgrade information management in the area of personnel management; (v) enable parameters for operating rules to be set; (vi) guarantee the most effective security policies possible; and (vii) guarantee formalization of the system’s documentation.

SIGEPE will replace the present technology solution (SIAPE), whose coverage is limited to a small group of management processes concerning federal civil servants’ careers: tax identification numbers, health, pay sheets, and legal matters. The complexity and fragmentation of the current technological tools result in high operating costs and duplication of effort. A more modern, integrated technological tool is therefore called for.

Plans exist to conduct implementation tests during the process of transition from SIAPE to SIGEPE. These tests will use the pay sheets from the Ministry of Foreign Affairs as an experimental database to validate the operations of the new system.

### **Functions**

Unlike SIAPE, which is used solely for payroll, SIGEPE is a comprehensive personnel management system that cover a civil servant’s entire working-life cycle. Thus, instead of a system that merely “records” the employee’s working life, this new management tool offers a means of linking public servants to every event and service related to their employment through different interdependent modules.

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### The Selection Module

Noteworthy among the innovations SIGEPE will bring to the Federal Public Administration (APF, from its initials in Portuguese) is the Selection Module, which covers the entire selection and entry process for posts in the agencies and entities of the Federal Executive.<sup>2</sup>

Although this module is still in its early stages of development, **SOME** guidelines inherent in its evolution should be borne in mind:

- **Innovation:** Various technological innovations will be available, such as (i) the use of digital certificates for signing electronic documents, so that the official document is the electronic document itself (having legal validity for all purposes) and reduction of the use of paper by the APF (“paper-free” administrative procedures); (ii) processes to step up machine speed and lend transparency to procedures; (iii) facilitation of institutional ties (through the system itself).
- **Simplicity:** The module is designed to be intuitive and user-friendly, providing tools and services that simplify and facilitate transactions on the system;
- **Integration and interaction:** Sharing can take place with other SIGEPE data modules and other APF structural systems, which allows, for example, management information to be cross checked and consolidated;
- **Flexibility:** Administrative processes and documents prepared (civil servant rolls and automated checklists) can be standardized while at the same time some degree of flexibility is maintained so that changes can be made in established rules when possible improvements are detected.
- **Transparency with respect to procedures,** which will be clearly defined beforehand for all parties concerned, thus increasing mutual transparency (between the central body and other organs of the APF) and bringing about optimization of monitoring processes.

It should be mentioned that, as a result of deployment of the SIGEPE selection module, more pertinent information will be provided more expeditiously and working procedures will be simplified (the system itself will provide information requirements for the examination and for decision making), which will lead to greater efficiency and quality and, at the same time, increase the potential effectiveness of selection procedures in the Federal Public Administration of Brazil.

## 5. The case of Mexico

### 5.1. The civil service model in Mexico: A brief overview

The Ministry of Public Administration (SFP, from its initials in Spanish), a body of the federal executive branch, has the following terms of reference: (a) to monitor compliance by civil servants with legal norms and regulations, imposing, as appropriate, corresponding sanctions; (b) to promote implementation of the monitoring and oversight procedures of the federal government

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2. It bears noting, however, that the project is much more than a simple replication of current procedures; in fact it consists of measures including the redesign and optimization of work procedures for developing tools and management reports to assist deliberative bodies.

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and of legal provisions on various matters; (c) to shape and establish the federation’s public procurement policy; (d) to coordinate and conduct audits of federal expenditures; (e) to coordinate administrative development and e-government processes; (f) to manage and head the Professional Career Service; (g) to coordinate the work of the internal monitoring bodies in each department of the federal government; and (h) to evaluate the management of entities, also at the federal level.

The SFP is responsible for carrying out the mandates and duties entrusted to it by, respectively: the Organic Law on Federal Public Administration, the Federal Law on Administrative Responsibilities of Public Servants, and other laws applicable to the areas of public sector procurement, leasing, and services; public works and services related to them; national assets; and policies on human resources and the Professional Career Service in the Federal Public Administration, among other matters.

In the human resource area, the purpose of the Federal Public Administration’s Unit for Human Resource Policy (Unit) is to ensure that the federal government’s departments and entities have the human talent required to achieve their objectives, through the establishment of a professional human resource management system. To that end, the Unit has two substantive areas: the General Directorate for Human Development and Professional Career Service and the General Directorate for Organization and Remuneration of the Federal Public Administration.

In terms of human rights regulations, the federal government depends on a formal agreement through which provisions on human resources and the Professional Career Service are issued, as well as on the Administrative General Operations Manual in the Human Rights and Organization Area, and the Law on the Professional Career Service in the Federal Public Administration, along with its Regulations.

The Federal Public Administration (APF) of Mexico consists of about 300 government agencies with executive power in the country. It includes both centralized and parastatal bodies. It is headed by the president of Mexico, followed next in line by the heads of the government ministries. Their numbers and titles are set forth in the Organic Law on Federal Public Administration, which establishes, including the Office of the Legal Counsel to the Federal Executive, 16 government ministries.

The Office of the President of the Republic, the government ministries, the Office of the Legal Counsel to the Federal Executive, the administrative departments, the decentralized organs, and enterprises in which the state has majority ownership make up the Centralized Public Administration. The decentralized organs, state-owned enterprises, national quasi-governmental enterprises, national lending institutions, national auxiliary lending institutions, national insurance and surety institutions, and trusts comprise the parastatal public administration.

According to data provided by the Superior Audit Office of the Federation (a body that provides support to the Chamber of Deputies of Mexico for reviewing public accounts) in Evaluation No. 2030, “*Federal Government Career Services*”—part of the Report on the Results of the 2012 Audit of Public Accounts, published in February 2014—the total number of jobs in the federal executive branch (federal government) in 2012 was 1,725,549, of which 3,134 were considered senior management; 95,936, middle management; and 1,626,479, operational staff (most of whom were unionized). The number of jobs that fell under the Professional Career Service (including not only career civil servants but also discretionary appointments and support office

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staff) was 42,084 (35,366 specific career posts) of which, as of the date of the report, 29,767 were filled.

As stated in the Professional Career Service Law of the APF, the Professional Career Service System (System) is a mechanism for guaranteeing equal opportunity in access to the civil service based on merit, with the aim of encouraging the development of the civil service for the benefit of society. The System comes under the federal executive branch and is headed by the Minister of Public Administration, with each of the departments of the Public Administration responsible for its operations. Its guiding principles are: legality, efficiency, objectivity, quality, impartiality, equality, merit-based competition, and gender equity.

Career civil servants are classified as probationary or titular. The former are entry-level civil servants who: are in their first year of employment, enter under exceptional cases stipulated in the law itself, or enter under an agreement. A titular civil servant enters by means of a competition and may only be appointed and removed in cases and under procedures established by said law.

The System comprises five categories deemed to be middle and upper management: (a) Director General (and Deputy Director General); (b) Area Director; (c) Assistant Area Director; (d) Department Head; and (e) Liaison.

The System does not include personnel who provide services in the Office of the President of the Republic or the Ministry of Foreign Affairs; the ranks of chiefs of staff, heads of administrative departments, Assistant Secretaries, Principal Officers, or unit heads or similar posts; members of the armed forces, the public security and national security system, the Mexican Foreign Service and assimilated staff; teachers at the pre-school, elementary, secondary, and university levels; medical, paramedical, and related workers; and support offices; as well as personnel assimilated into a legal system of the career civil service and persons working on a contractual basis, who are paid for their services in the departments.

**Fig. 02 – The civil service and Professional Service Career model in Mexico**



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As concerns the structure of the System, it consists of the following subsystems described below:

1. The Human Resource Planning Subsystem, which determines, in coordination with the departments, the numbers and types of personnel the Public Administration needs to efficiently discharge its responsibilities.
2. The Entry Subsystem, which governs candidate recruitment and selection processes, as well as the necessary requirements for candidates to join the System.
3. The Professional Development Subsystem, which handles procedures for determining civil servants’ individualized career plans, in order to clearly identify possible development paths, allowing them to occupy posts at an equal or higher level and salary, subject to meeting set requirements; as well as the rules that civil servants within the System must adhere to.
4. The Training and Capacity Certification Subsystem, which establishes models for the professionalization of civil servants, enabling them to acquire basic knowledge concerning the departments in which they work and the Federal Public Administration as a whole; specialization, updating, and formal education in the positions held; necessary aptitudes and attitudes for filling other posts of equal or greater responsibility; the possibility of institutional, professional, and personal growth within departments; skills needed for certification of professional competencies acquired; and objective conditions for offering training opportunities to men and women on an equal footing.
5. The Performance Evaluation Subsystem, which establishes mechanisms for measuring and assessing the performance and productivity of career civil servants, which in turn will serve as parameters for giving promotions, awards, and incentives and for ensuring employment stability.
6. The Separation Subsystem, which deals with the cases and instances in which civil servants cease to be part of the System or are temporarily suspended from their entitlements.
7. The Control and Evaluation Subsystem, whose objective is to design and carry out procedures and measures for oversight and, as appropriate, for making corrections in the System’s operations.

Figure 3 presents in graphic form the different subsystems and phases of the Professional Career Service System:

Fig. 03 – Professional Career Service Subsystems: From entry to separation



Source: SFP Mexico

On the other hand, the following incidental bodies are available to ensure compliance with the legal provisions governing the System:

- The Ministry of Public Administration (SFP), which is responsible for directing, coordinating, following up on, and evaluating the operations of the System in the departments and for ensuring that its guiding principles are duly applied in implementing the System, as established by law, its Regulations, and other applicable provisions;
- The Professional Career Service Advisory Board, a ministry support body, whose purpose is to make general recommendations and provide opinions on guidelines, policies, strategies, and lines of action to ensure and facilitate implementation of the System; and
- The committees (Technical Committees on Professionalization and Selection), collegiate bodies charged with the System’s operations in the corresponding departments, based on regulations issued by the Ministry of Public Administration.

**Fig. 04 – Structure of the Professional Career System in Mexico**  
**Órganos que intervienen en el funcionamiento del Sistema del SPC?**



**Source: SFP Mexico**

**5.2. Selection of senior management in Mexico: Work of the SFP**

In the Mexican Federal Government, the legal provisions regarding entry include general considerations for management personnel and specific considerations for the Professional Career Service.

In general terms, in the human resource planning process, institutions must act according to their own special circumstances, conditions, and characteristics and must take budgetary availability into account.

Accordingly, recruitment is the procedure through which institutions attract persons interested in working for them while selection is the one that determines who will fill the vacant post or posts.

Recruitment begins with the identification of vacant posts that, in accordance with applicable legal provisions, can be filled. It involves the following activities, among others: social service programs, job fairs, internal or external job banks, employment exchanges, talent databases, and mass media advertising (TV, radio, press, and the Internet). Selection of a candidate to fill a vacancy must, in the view of the institution itself, ensure that he or she will be able to perform the duties of the post and to resolve matters inherent in it.

In making the selection, the institutions may use psychometric evaluations; examinations assessing general knowledge or specific skills; and evidence of the ability required to use specific instruments, equipment, languages, or software; as well as any required interviews, in which the potential supervisor would be present, among other options. Evaluations of a candidate for a vacancy have to consider the job profile drawn up and registered in due time for that purpose.

The selection shall also require documentation confirming the following:

- a. General data on the candidate’s identity and domicile;

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- b. Experience and educational or academic level;
- c. Certificates of competence required for performing the job. Said certificates must be originals issued by the corresponding institution;
- d. A written statement by the candidate to the effect that no situation or circumstance exists that could create a conflict of interest and that he or she is not party to any legal action, of any type, against that or another institution.
- e. That he or she does not have a job, position, or commission in the Federal Public Administration or, otherwise, that he or she has the respective ruling on compatibility of the jobs; and
- f. A statement that he or she is not unfit for the job, position, or commission.

Entry into the institution is carried out according to employment, administrative, and budgetary provisions applicable in that connection. Formalization of the appointment or the individual employment contract must take place within 30 working days after the post is occupied and shall bear the date on which the incumbent assumed the post.

When filling vacancies, the institutions shall give preferential consideration, under equal conditions and on the basis of gender equality, to personnel mobility. When moving civil servants to other posts, the job requirements and profile concerned must always be complied with.

In the case of the Professional Career Service Entry Subsystem, a candidate entering the System must meet, in addition to the requisites of the respective calls for applications, the following requirements:

- a. Be a Mexican citizen fully exercising his or her rights or a foreigner whose immigration status allows him or her to hold the post;
- b. Not to have been sentenced to deprivation of liberty for an intentional offense;
- c. Be competent to carry out his her duties in the civil service;
- d. Not be a member of the clergy or a minister of any faith; and
- e. Not be unfit for public service or have any other legal impediment.

It is further established that discrimination against persons wishing to enter the civil service, for reasons of gender, age, different capacities, health, religion, marital status, ethnic origin, or social condition, is prohibited.

Recruitment is carried out through open public calls for applications to fill entry-level positions in the System. Prior to recruitment, the Ministry of Public Administration (SFP) holds orientation sessions to encourage candidates to apply for the annual competition. An example of the public announcements of these orientation events and methods of disseminating them is presented in Figure 05 below:

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**Fig. 05 – Dissemination of calls for applications to enter the Professional Career System (SPC)**

### Evento de inducción y convocatoria anual

Para la ocupación de puestos de primer nivel de ingreso, la Secretaría se coordina con las dependencias para llevar a cabo convocatorias anuales en las que se integran las vacantes que los CTPs determinen sujeta a concurso.

Previo al reclutamiento, la Secretaría organiza eventos de inducción para motivar el acercamiento de aspirantes al concurso anual.



Source: SFP Mexico

The selection mechanism for non-entry-level positions (Liaison levels) is determined by a committee, in accordance with procedures established by law, its Regulations, and other corresponding provisions. In filling vacancies for other than entry-level posts, these committees must issue open public calls for applications. As regards selection, in addition to general requirements and the corresponding post profiles, consideration has to be given to the career public servants' employment background, experience, and evaluation results.

The open public call for applications is directed at civil servants in general or at any interested party wishing to enter the System, through an announcement published in the Official Gazette (*Diario Oficial*) and as established in its Regulations. The calls for applications must clearly specify the posts open for competition; the profile that candidates must meet; and the requirements and general guidelines established for the exams; as well as the place and date for submission of the corresponding documentation, for the exams, and for announcement of the decision on the selection of finalists. It bears mentioning that the department may create a candidate pool made up of those candidates who were finalists but did not get the position so that they might be considered for a vacancy at the same rank, a vacancy with an equivalent or similar profile, one that is equivalent in group and grade, or a post at the immediately lower level when it has an equivalent or similar profile to the post for which the candidate competed initially.

The selection process makes it possible to assess the capacity, knowledge, skills, and experience of the candidates who wish to enter the System. Its purpose is to ensure that access is open to applicants who satisfactorily meet the requirements and are well suited for the position. The process includes general exams on knowledge and skills as well as assessment criteria established by the Committee and justified in view of the needs and characteristics of the post in question. These factors must guarantee merit-based equal-opportunity participation. In the final selection,

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the Committees must make use of these instruments, in accordance with the assessment rules or the scoring system.

The examination on knowledge, experience, and aptitude for the posts directly below the announced vacancy will be important factors in assessing candidates for career public service posts. The results of the examination on knowledge will not be the only assessment factor except when the applicants do not receive the minimum passing grade. Each department, in coordination with the Ministry of Public Administration, sets minimum parameters for passing in the case of different posts. Candidates who do not get the minimum score established are not able to continue along the stages of the selection process. All conditions being equal, preference will be given to public servants from the same department, with a balance sought between the two genders.

Figure 06 shows in graphic form the process for entering the Professional Career System in Mexico, with each of its stages highlighted: (1) vacancy authorization; (2) preparation of the post profile required by candidates for the position; (3) public call for applications; (4) various phases of the selection process; (5) appointment; and (6) certification of the process.

**Fig. 06 – Entry into the Mexican professional career civil service:  
Stages and components**

### Proceso General del Subsistema de Ingreso



Source: Mexico

Only in exceptional cases or when the social order, public services, health, or the security or environment of some zone of the country is endangered or altered, as a result of natural disasters, unforeseen circumstances, or force majeure or in the case of circumstances that can generate additional major losses or costs, may a department head, or the respective Principal Officer or a counterpart acting under his or her responsibility, make a temporary appointment to an existing post, a vacancy, or a newly created post—one that can be filled by any public servant without prior recourse to the recruitment and selection process established by law, but which must be

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open for competition within a maximum of 45 days from its assumption, with the current occupant of the post being allowed to compete.

The Technical Committees on Selection are the collegiate bodies set up in each department as well as in the department’s decentralized bodies to conduct the recruitment and selection process for entry into and promotion in the System. Said committees consist of the immediate supervisor for the vacant post, who chairs the committee; a representative of the Ministry of Public Administration; and a civil servant from the human resource area of the department or the decentralized administrative body, who is appointed by the Technical Committee on Professionalization and serves as Technical Secretary.

**Fig. 07 – Composition of the Technical Committees on Selection (CTS) in Mexico**

### Comité Técnico de Selección (CTS)

Los *CTS* deben fundamentar y motivar en actas de todos los acuerdos relativos a la operación del Sistema del SPC, Subsistema de Ingreso, al interior de las mismas dependencias. *El Representante de la SFP mediante el cumplimiento de sus atribuciones es quien previene, asegura y mejora la operación del SPC.*



Finally, candidates who object to decisions made during the selection process may file appeals with the Ministry of Public Administration for said decisions to be overturned. These appeals indicate the decision challenged, the damage caused, and any relevant evidence, as long as it relates to the points being contested. The Ministry may request submission of the reports it deems pertinent and the names of those who took part in the selection process and it shall decide on how to proceed with respect to admission of the appeal and of any evidence presented, ordering that the evidence be considered within 10 working days. After the time period has elapsed for the submission of evidence, the Ministry shall rule on the appeal within a period not longer than 15 business days.

Taking into account the magnitude of the Central Administration in the country and the efforts to reconstitute its staff that the Mexican Government has been making in the wake of the structural reforms of the 1990s, the Ministry of Public Administration (SFP) has in the last 10 years significantly increased the number of public competitions. Between 2004 and 2013, the number of competitions held increased by over 900 percent (Fig. 08).

**Fig. 08 – Number of posts for which competitions were held and winning candidates who entered the career [2004-2013]**



**Source: SFP Mexico**

This increase has made it all the more necessary to continue developing large capacity, interconnected user-friendly information systems, in order to centralize, simplify, expedite, and enhance the effectiveness of the process for entering the civil service, even expanding their coverage to include management of human resources who have joined, in terms of training, development, and evaluation, until they are definitively separated from the civil service.

### **5.3. Mexico’s tools: The “RHnet” and “TrabajaEn” systems**

The Federal Government of Mexico has considered it extremely important to use the most advanced administrative and technological systems so as to avoid wasting resources and to promote the effectiveness of its work at all levels. As a result of the use of technology, which can facilitate and improve system functionality, it has been possible to provide streamlined, timely services at the lowest possible cost. As regards the use of technology, the *RHnet* computer-based system manages substantive human resource elements, providing timely data to facilitate public management and make it more efficient. That is why human resource data among the departments and entities and the Ministry of Public Administration are handled exclusively through this computer system.

*RHnet* is the computer system administered by the Ministry of Public Administration (SFP) for integrated electronic management and operations of the Professional Career Service of the Federal Public Administration. *RHnet* makes it possible, among other things, to:

- a. Transmit data on public servants;
- b. Take care of procedural matters, authorizations, and inquiries in relation to human resource planning, organization, and management;

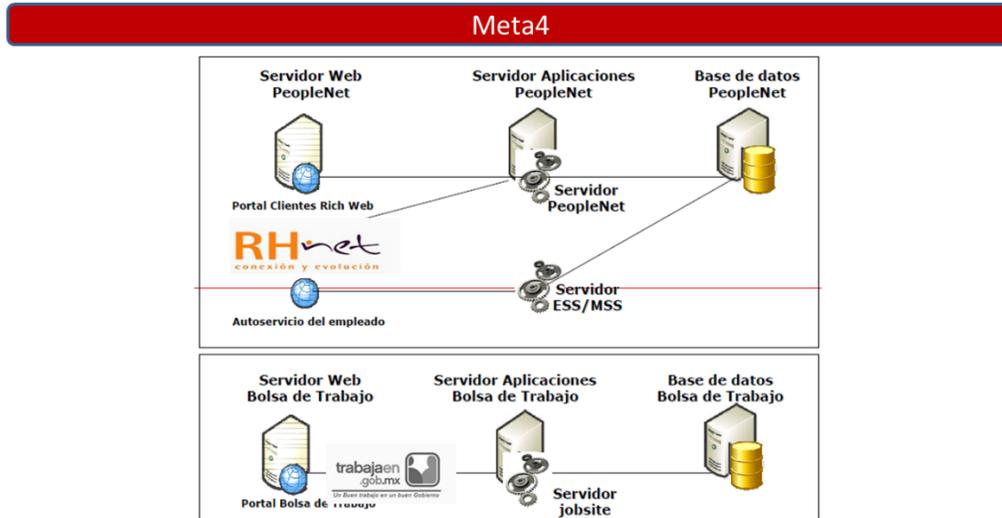
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- c. Manage the Single Register of Public Servants; and
- d. Support *TrabajaEn*.

It does all of this while maintaining interoperability with other applications of the federal government and educational institutions.

**Fig. 09 – Technology architecture of the *RHnet* tool**

### RHnet - Tecnología



Source: SFP Mexico

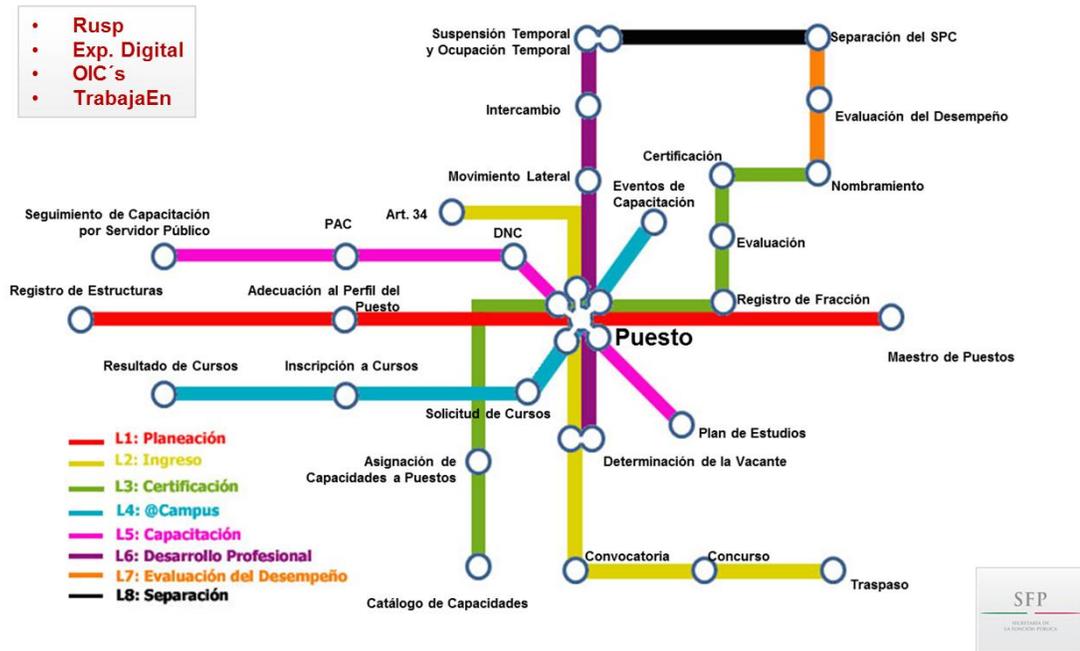
The departments and entities are responsible for operating the *RHnet* system modules through the designation of one or more civil servants who, in their specific roles, carry out regular operations, request authorizations, and make inquiries, and also have access to the employee data generated in the assigned department or entity. The public servants designated for this purpose are responsible for the use, updating, and transmission of the data on civil servants to the Ministry through the *RHnet*.

The Ministry provides the software so that the designated public servants may have access to the *RHnet* operating modules, in accordance with the corresponding Operations Manual. This manual establishes requirements that the designated public servants must meet to operate the modules. To this end, the Ministry provides the public servants designated by the departments and entities with a PIN that enables them to have access to the register of public servants. The personal data are considered confidential under the Federal Law on Transparency and Access to Public Governmental Information and, accordingly, the departments and entities, in making use of the *RHnet* to transmit information on public servants and in handling regular operations, authorizations, and inquiries, must comply with applicable legal provisions on the protection, processing, dissemination, and distribution of public information and personal data.

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Fig. 10 – Diagram of the interconnection between the *RHnet* tool (entry subsystem) and the other SPC subsystems

### Rhnet: Vínculos Operativos con los Subsistemas del SPC



The *RHnet* system makes it possible to link the Professional Career Service Subsystems, with the posts themselves serving as the hub for managing the processes involved, supported by a civil servant database that ensures consistency and uniqueness of the data.

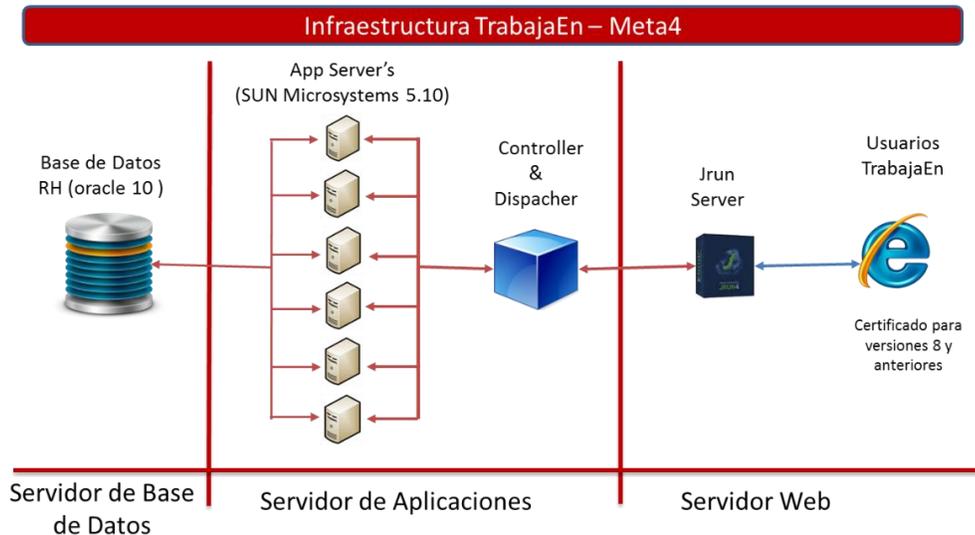
The system is based on different components or modules, which operate in a connected, interrelated way. It bears pointing out that one of the main difficulties in establishing and operating the SPC subsystems has been a lack of integration, not from an operational or technical viewpoint, but rather in terms of the comprehensive strategic coherence of the Subsystems. Therefore, one of the greatest challenges is to achieve strategic coherence of the SPC system, bringing personnel policies and practices into line with the organization’s priorities, so as to attach meaning and value to policies and practices for administering the professionalization and development of public servants, without falling into a simple routine, passive form of management unable to react on its own if it finds itself straying from institutional objectives. Said strategic coherence will make it possible to introduce innovations efficiently and effectively into policies and practices on human resource management.

For its part, *TrabajaEn* is an electronic recruitment and selection system established to support implementation of the Professional Career Service Law of the Federal Public Administration. Legally, it is defined as a tool designed to manage data on recruitment and selection processes. To that end, it serves as a one-stop window for the receipt and processing of applications for open public competitions, is part of the Talent Database, and is available on the following web page: [www.trabajaen.gob.mx](http://www.trabajaen.gob.mx).

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Fig. 11 – Technology architecture of the *TrabajaEn* tool

### TrabajaEn - Infraestructura



Source: SFP Mexico

Through this system, departments may, once their structures have been registered and their posts described, profiled, and evaluated, issue calls for applications for their vacant posts, establish the terms and conditions for selection to the vacancies, carry out the recruitment and selection process, receive CVs for the post, preselect candidates on the basis of CV screening, apply the system’s evaluation tools, review results of the applied applications, transmit messages to candidates, set up committee interviews, publish the winner’s name, and enter the winning candidate into the Single Register of Public Servants (RUSP).

Fig. 12 – *TrabajaEn* user-access window



Source: SFP Mexico

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For their part, the candidates for a post (whether present public servants who want a better job, former public servants or professionals, recent graduates, or the public at large) may use *TrabajaEn* to register in the system, which will enable them to receive a registration number with which to identify themselves on the portal, enter the data on their CVs, apply for competitions for vacant posts (when registering in the *TrabajaEn* system, candidates are given a competition file number to identify themselves confidentially during the process, search for vacant posts open for competition, and attach evaluations from their personal page).

**Fig. 13 –*TrabajaEn* tool user vacancy inquiry window**

Resultados de la Búsqueda						
Fin de Inscripcion	Puesto	Dependencia	Estado	Sueldo Bruto	Solicitar	Detalle
15-10-2013	DIRECTOR DE ANALISIS LEGISLATIVO	Secretaría de Hacienda y Crédito Público	DISTRITO FEDERAL	95354.55	Haga clic para solicitar inscripción a esta vacante	🔍
15-10-2013	ANALISTA DE RIESGOS	Secretaría de Hacienda y Crédito Público	DISTRITO FEDERAL	17118.89	Haga clic para solicitar inscripción a esta vacante	🔍
15-10-2013	SUBDIRECTOR DE BANCA INDUSTRIAL	Secretaría de Hacienda y Crédito Público	DISTRITO FEDERAL	28664.16	Haga clic para solicitar inscripción a esta vacante	🔍
15-10-2013	JEFE DE DEPARTAMENTO DE REVISION DE OPERACIONES FISCALES	Secretaría de Hacienda y Crédito Público	DISTRITO FEDERAL	22153.30	Haga clic para solicitar inscripción a esta vacante	🔍
22-10-2013	ESPECIALISTA EN PROFESIONALIZACION C	Secretaría de Hacienda y Crédito Público	DISTRITO FEDERAL	14297.37	Haga clic para solicitar inscripción a esta vacante	🔍
15-10-2013	DIRECTOR GENERAL ADJUNTO DE TRANSFERENCIAS FEDERALES	Secretaría de Hacienda y Crédito Público	DISTRITO FEDERAL	150220.27	Haga clic para solicitar inscripción a esta vacante	🔍
22-10-2013	JEFE DE DEPARTAMENTO DE ADMINISTRACION DEL PRESUPUESTO SUBSECR	Secretaría de Hacienda y Crédito Público	DISTRITO FEDERAL	22153.30	Haga clic para solicitar inscripción a esta vacante	🔍

*TrabajaEn* also makes it possible to:

- Publish open competitions to the public at large internationally;
- Consolidate all calls for applications issued by the departments;
- Share a talent database for the entire Federal Public Administration;
- Consolidate all information on departmental recruitment and selection processes;
- Maintain statistical data on all selection processes;
- Announce results for each phase or stage together with candidates still under consideration, through the lists posted on the portal, which are public (in keeping with the federal law on information transparency);
- Protect applicants’ confidentiality by giving them a file for each of the competitions they are participating in; and

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- h. Guarantee equal opportunity through use of the same evaluation tools for the pre-selection of candidates.

The data as a whole are shared by all departments and help reduce evaluation costs and the time candidates spend since, by applying evaluations just once, candidates may use the same results to apply for various posts.

In summary, the advantages of the *RHnet* and *TrabajaEn* are the following:

- They entail a single cost for the Federal Public Administration. If decentralized, each department would be faced with technology and systems management expenditures.
- They make it possible to enforce rules immediately for all departments at the same time, which results in improved management and standardization of human resource processes.
- They facilitate the exchange of trained operators among the APF departments, thus reducing the learning curve.
- They make it possible to compare performance among departments, achieve best practices, and provide transparency to the entry process.
- The design and implementation of the “*RHnet*” and “*TrabajaEn*” systems arise from the need for human resource planning that can more accurately identify workers possessing the specific capacities the state requires to implement priority public policies.
- They cover the Federal Public Administration of Mexico as a whole.
- They make it possible to adjust what is temporary and to establish over time what should be permanent. For example, the job profile for a post does not change in every recruitment or selection process for replacements, but only when the vacancy is authorized.
- They allow for inconformity and revocation control at different administrative privilege levels.
- The recruitment and selection module includes an innovative criterion: an interview for in-depth consideration of the skills required for management positions. The twofold challenge, in this sense, is to ensure the adoption of more specific selection criteria to guarantee the objectivity needed to find the people best suited for the civil service.
- The various modules are integrated and provide one another with feedback. Thus, for example, positive information entered into the module on merit will provide feedback to the candidate’s profile and register that recognition for purposes of a possible promotion process in the same department or a recruitment/selection process in another public department.
- They are useful in rectifying the present capacities of current civil servants because of changes made in the skills profile for a post. The system “supports” civil servants’ acquisition of new skills in the exercise of their functions.
- They now have about 38,000 defined skills profiles. The skills profiles for each post are drawn up by experts in the government departments through their administrative units. Once the profiles have been uploaded into the system they can be compared and double checked to identify inconsistencies.
- The selection of candidates and the comparison of their job skills and the vacancy profiles are not based on a point system but rather on quantifiable evaluation criteria together with lists of competencies common to each subsystem.

Lastly, although 10 years have elapsed since Mexico introduced a new human resource management policy for the Professional Career Service, it has not yet reached the point where it

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can consolidate it definitively. At present, it is still facing challenges with regard to the professionalization of human resources in the country.

The principal challenges faced by the Revenue Subsystem are shown in the following table:

**Fig. 14 – SPC Revenue Subsystem in Mexico: Principal challenges**

**Retos del subsistema de Ingreso 2013-2018**



**Source: SFP Mexico**

Lastly, and in general for the Mexican civil service as a whole, the main challenges to professionalization include:

- Introducing flexibility into SPC regulatory frameworks, in order to increase the capacity to adapt to multiple environments and to respond to change.
- Cutting back on regulations, so as to eliminate the high, excessive amount of red tape in personnel practices.
- Decentralizing management so that departments may have sufficient autonomy to fulfill their human resource responsibilities.
- Given the excessive specificity of tasks, which introduces rigidity into job assignments, establishing more easily adaptable general criteria.
- Since mobility offers a real opportunity for professional growth, both internally and externally, eliminating unjustified horizontal and vertical barriers.
- Streamlining recruitment and selection systems so that they are no longer as long, complex, and overly formal.
- In the case of entry and development, balancing the weight given to knowledge and formal credentials.
- Seeking alternative mechanisms for real promotion, since barriers related to rank now make promotions difficult.

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- Establishing just and appropriate methods of recognizing and encouraging outstanding performance, linked to effective evaluation mechanisms.
- Avoiding paternalistic management styles.
- Adopting behaviors that support personnel rather than make demands of them: creating professional public managers.
- Ensuring that evaluation is not merely a formality and also that discussions are held on development and that goals are established objectively, on the basis of institutional objectives.
- Making the best possible use of the scoring and evaluation system to recognize merit.
- Encouraging hierarchical superiors to document the reasons for termination of their subordinates.

### 6. The case of Uruguay

#### 6.1. The civil service model in Uruguay: A brief overview

The idea was conceived, in the context of institutional strengthening in Uruguay, to design a professional instrument for the recruitment and selection of civil service personnel with the primary aim of “*ensuring democratic entry into government service.*”

The status report drawn up in March 2010 by the National Civil Service Office (ONSC), for consideration by the Council of Ministers, identified the prime reason behind that initiative. Said report, in summary, said that: “*According to the Inter-American Development Bank’s most recent available diagnostic assessment, the employment management system of the State of Uruguay, understood as the processes for entry, movement, and separation of people, had serious weaknesses, in particular with regard to entry into the civil service.*”

In this connection, according to the same report, “*the holding of merit-based competitions depends more on the will of superiors than on regulations and the institutional system. The principle of merit is respected in some units, while in others it is threatened.*”

The IDB assessment (2006) confirms what has been previously pointed out by various Uruguayan Civil Service researchers and analysts, who have said that while the system’s regulations provided for formal guarantees there was a high degree of informality, with diverse means of operating often occurring in one and the same office.

To bring about greater professionalization of the Uruguayan civil service, efforts had to be made to launch an initiative to try to formalize, standardize, and systematize the process for recruitment and selection of civil servants for the Central Administration, without prejudice to legal guarantees currently in place.

#### 6.2. Selection of civil servants in Uruguay: ONSC powers

According to Article 60 of the Political Constitution of the Eastern Republic of Uruguay: “*The law shall create a Civil Service for the Central Administration, the Autonomous Entities, and the*

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*Decentralized Services, which shall have the duties established therein to ensure an efficient administration.”* We can therefore say the guiding principles are those established by the Constituent Assembly when it created the National Civil Service Office.

The same article provides: *“An administrative career service is established for officials covered by the budget of the Central Administration, who are declared to have permanent status, without prejudice to provisions of law that may be enacted on the subject by an absolute majority of the votes of the full membership of each Chamber or under the fourth paragraph of this article.”*

*“They may be dismissed only in accordance with rules established by this Constitution. Officials who are political in character or who have duties of personal trust [de particular confianza] are not included if given such character by a law approved by an absolute majority of votes of the full membership of each Chamber, and they shall be appointed and are subject to dismissal by the appropriate administrative organ.*

These constitutional precepts that offer practical guarantees work hand in hand with the objectives sought by the Central Administration in selection processes, which are to be carried out on the basis of efficiency and effectiveness. The Political Constitution also establishes and provides administrative career assurances (known conceptually as “*professionalization*”) for personnel so budgeted.

In addition, it is possible to make a brief analysis of the legal provisions behind the initiative, among others those that have conferred powers on the National Civil Service Office (ONSC):

- a. Law No. 15.757, of July 15, 1985, which governs and confers powers on the Civil Service. The original mandates have been markedly strengthened by adoption of the National Budget Law (2010-2015);
- b. Law No. 18.719,<sup>3</sup> of December 27, 2010, which conferred new powers, along the same lines of streamlining and simplifying processes. A new organic system of rules was implemented to standardize entry into the Central Administration in general<sup>4</sup>; and
- c. Law No. 19.121, of August 20, 2013 (Statute on Civil Servants).

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3. In turn, the aforementioned law was regulated by Executive Decree No. 56/011, of February 7, 2011, and more recently by Decree No. 223/013, of August 1, 2013.

4. Article 127.- The following paragraphs are incorporated into Article 4 of Law No. 15.757, of July 15, 1985, as amended by Article 22 of Law No. 15.851, of December 24, 1986; Article 38 of Law No. 16.127, of August 7, 1990; and Articles 17 and 18 of Law No. 18.172, of August 31, 2007:

O) To implement and administer, on a gradual basis, a Human Resource Recruitment and Selection System under subparagraphs 2 to 15 of the National Budget, which shall be regulated within 120 days from the adoption of this norm.

P) To design, define, and regulate human resource administration policies on job analysis and evaluation, determination of areas of responsibility, definition of the remuneration system and ties to the state, as well as any other matter related to human resource management.

Any decision made on the matters referred to in the preceding subparagraph, in the framework of the areas of the Central Administration, require prior express and favorable approval by the National Civil Service Office, in accordance with the procedure established by the Executive in its Regulations.” Thus, we are obliged to respond to the challenges raised in the law.

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Various norms have conferred powers on the ONSC, for example, with regard to appointments. Appointments under the Uruguayan legal system refer, strictly speaking, to appointments to posts provided for in a structure approved under a law on budget and the general contracting of personnel. In this case (contracting), it is not the post but rather the function that matters. Nonetheless, to appoint someone to a post or to contract someone, it is necessary to have legal (budgetary) authorization, which earmarks the corresponding funds for that purpose.

In turn, under contract terms, some people are granted the status of civil servants and others not.

A first point to underscore is that appointments, now in a general sense—i.e., in terms of both posts and contracting—have to comply with budget estimates and with the constitutional mandate.

Thus, and continuing the analysis of the project’s legal foundations, Law No. 15.757, subparagraph e, establishes among the exclusive powers of the ONSC:

*(...) Planning, in accordance with general statutory provisions and, as appropriate, specific legal provisions of each Autonomous Entity, the rules and regulations whereby the Central Administration, Autonomous Entities, and Decentralized Services select their personnel through competitive exams or merit-based competitions. Each organ, within its sphere of competence, may implement them through regulatory channels.*

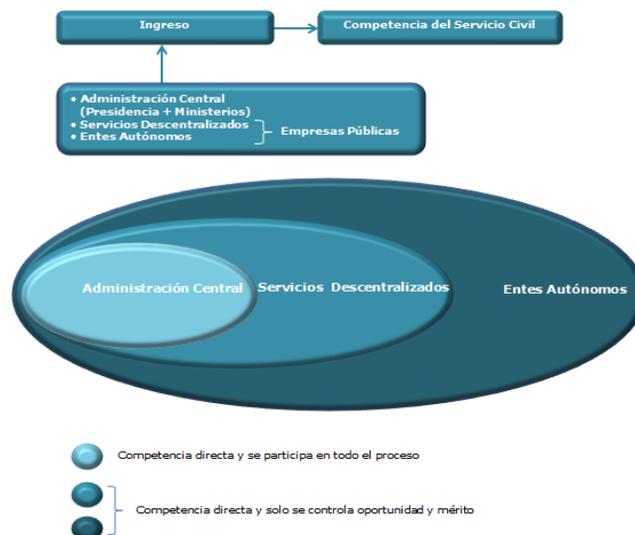
Accordingly, appointments and contracting in the Central Administration, Autonomous Entities, and Decentralized Services **generally** require a prior, mandatory report from the Civil Service. It is noted that this applies to all Independent Entities only “*generally*” because some of them, given of their constitutional autonomy (for example, teaching institutions, the University of the Republic, and the National Public Teaching Administration), do not require civil service authorization to appoint their staff. Nor is the mandatory Civil Service Report needed to appoint police, military, or diplomatic corps personnel.

The ONSC, a department under the Office of the President of the Republic, plays an active role in designing human resource policies in the state and in guiding their implementation.

Figure 15 shows in graphic form the sphere of competence of the ONSC in the area of recruitment and selection for the Uruguayan civil service.

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Fig. 15 – Competence of the ONSC– Recruitment and selection



Source: ONSC Uruguay

In the area of competition as a whole, the guiding principles of “*transparency*,” “*citizen participation*,” “*legality*,” “*equality*,” “*universal access*,” “*effectiveness*,” “*efficiency*,” and “*impartiality*,” present in the Ibero-American Charter for the Public Service, provide guidance for improvements in the personnel selection process.

In addition, if the changes stemming from legal mandates are to take effect, several project “*push factors*” are needed, which can be summarized as follows:

- Strong political resolve and commitment by the High Administration;
- Allocation of the financial resources required for their implementation; and
- Mobilization of the necessary technical skills for their development.

### 6.3. Uruguay’s tool: The “*Uruguay Concurso*” Portal

E-government is directly involved in crafting a public administration focused on citizens—one that is always accessible and close by, making intensive use of information and communication technologies (ICTs). As stated by the former Secretary-General of the United Nations, Kofi Annan: “*ICTs are a powerful force that can and must be harnessed to our global mission of peace and security and must be considered a fundamental tool for furthering the transparency of political-governmental acts for the good of each country’s citizens.*”

Current project terminology would place “*Uruguay Concurso*” specifically in the category known as Government to Citizen – G2C, which is defined as government initiatives intended to connect citizens with public entities through the use of ICTs.

Accordingly, the development of an automated system for processing the recruitment and selection of civil servants would have to meet a twofold challenge. On the one hand, it would

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have to be specifically tailored to the needs and terms of the competitions held by the state, in which impartiality and due process must be ensured, and, on the other, it would also have to be a tool for government transparency and accountability vis-à-vis citizens.

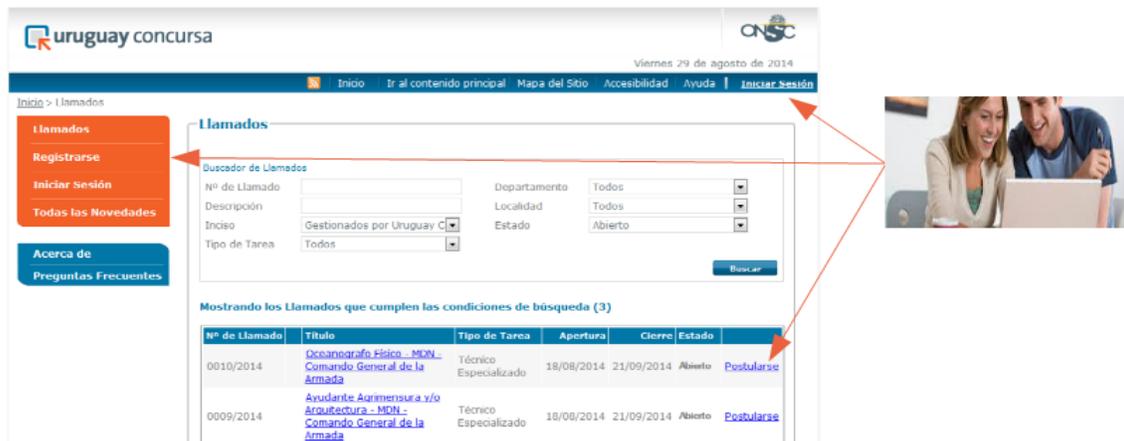
That is why the ONSC endeavored to design a project on entry into the Central Administration, drawing up a proposal focused not only on citizens but only on the state’s operations. Its intention was to create a transparent, open, professional system, with equal opportunity for all.

On April 1, 2011, the “*Uruguay Concurso*” Portal was inaugurated. Created and administered by the ONSC, its objective was centralized dissemination by the Central Administration of all calls for applications for public posts and the management of said calls through a computer-based tool. The “*Uruguay Concurso*” Portal was to be implemented in two phases or versions.

Currently in version 2, the earlier functions of the “*Uruguay Concurso*” Portal have been expanded since April 1, 2011 (in its version 1).

**Fig. 16 – “Uruguay Concurso” Portal Inquiry Window**

### “Uruguay Concurso” Portal



The screenshot displays the 'Uruguay Concurso' portal interface. At the top, there is a navigation bar with the logo and the date 'Viernes 29 de agosto de 2014'. Below this is a search form titled 'Buscador de Llamados' with fields for 'Nº de Llamado', 'Departamento', 'Localidad', 'Estado', and 'Tipo de Tarea'. A 'Buscar' button is located to the right of the search form. Below the search form, a table displays the results of the search, showing three job openings. The table has columns for 'Nº de Llamado', 'Título', 'Tipo de Tarea', 'Apertura', 'Cierre', and 'Estado'. The first row shows a job opening for 'Oceanoógrafo Físico - MDN - Comando General de la Armada' with a status of 'Abierto'. The second row shows a job opening for 'Asistente Agrimensura y/o Arquitectura - MDN - Comando General de la Armada' with a status of 'Abierto'. A small inset image in the top right corner shows two people looking at a laptop.

Nº de Llamado	Título	Tipo de Tarea	Apertura	Cierre	Estado
0010/2014	Oceanoógrafo Físico - MDN - Comando General de la Armada	Técnico Especializado	18/08/2014	21/09/2014	Abierto
0009/2014	Asistente Agrimensura y/o Arquitectura - MDN - Comando General de la Armada	Técnico Especializado	18/08/2014	21/09/2014	Abierto

Source: ONSC Uruguay

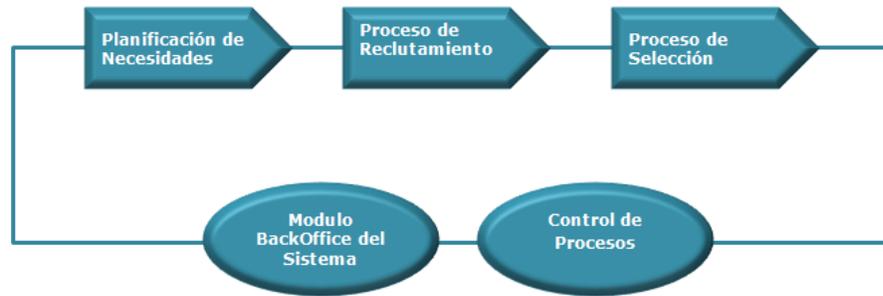
Basically, the system manages the selection of applicants for entry-level public career posts. Mid- and high-level vacancies are first competed for internally. In 2013, approximately 1,500 competitions were held for 7,800 vacant posts, from a total of about 372,000 applications.

The system registers interested parties and their applications to participate in public competitions for vacant posts. Once the applications have been submitted, the candidates receive instructions by email on steps to be taken throughout the process. Likewise, the candidates have access to the decisions of the Selection Board/Committee.

Divided into modules, the computer-based tool systematizes the stages of the personnel recruitment and selection process, as described below:

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Fig. 17 – Stages of the Process and Modules of the “Uruguay Concursa” System



Source: ONSC Uruguay

### [1] “BackOffice” Module

The BackOffice<sup>5</sup> module of the computerized “Uruguay Concursa” system shows, on the portal [www.uruguayconcursa.gub.uy](http://www.uruguayconcursa.gub.uy), the results of the activities of the system’s users, in keeping with each one’s roles and licenses.

BackOffice operates through two modules: (a) configuration and (b) execution. Likewise, each call for applications requires a flowchart of the selection process established in the terms of the call through the configuration of a series of activities.

Once this activity has been completed, the call for applications will be posted on the portal, at which time the public will see it and be encouraged to apply.

### [2] Planning of Personnel Needs

Prior to the start of an external call for applications process, the human resource management area or similar areas will make appropriate efforts to meet personnel needs with existing resources, in accordance with diverse regulatory possibilities. Every second half of the year, the human resource management areas or the organizational units acting in their stead will plan for personnel needs for the following year. This planning requires that consideration be given both to entry-level vacancies and to any contracting that must go through the public competition process. Accordingly, during the first half of the year, the ONSC will work in coordination with the sections, examining personnel needs (from the standpoint of both numbers and required profiles) and thus establishing a human resource plan before recruitment and selection decisions are made.

### [3] The Recruitment Process: Formulation and publication of the profile

This process includes analysis to determine the set of requirements a person must meet and skills he or she must have to adequately fill a post. Said analysis takes the form of the document “*post description*” and must be reflected in the Annual Plan. The *Human Resource Management* area of the section (Office of the President or ministry), together with the Implementation Unit to which the position to be filled belongs and the ONSC, will work in coordinated fashion to draw

5. BackOffice is a module of the “Uruguay Concursa” computer-based system, which provides for the formulation, publication, and management of calls for applications, making it possible to generate indicators and data for monitoring all calls for applications processed in the unit.

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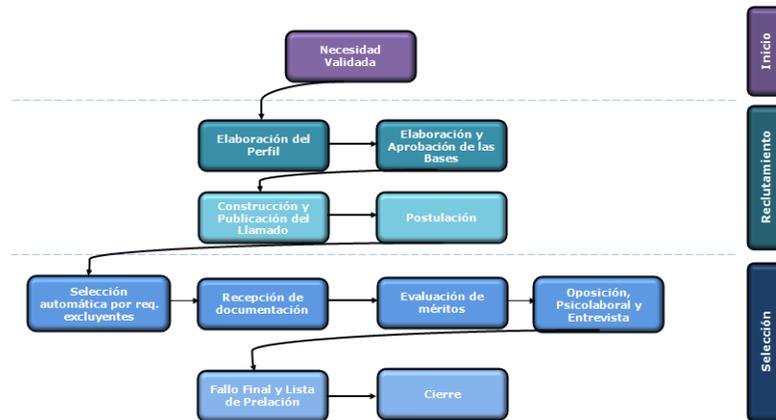
up the post profile and the necessary requirements for the position, according to the skills defined in each case. In drawing up requirements for access to the post, the Administration must ensure that the competition is based on equal opportunity.

### *[4] The Selection Process: Applications and the Selection Board*

Selection is a managed, regulated, rational, scientific, and ethical process. In general terms, a competition goes through the following stages, as established in Article 29 of aforementioned Decree No. 223/013:

- a. Creation of the post and establishment of the need for it;
- b. Configuration of the call for applications: The call for applications is configured on the *Uruguay Concursa* (BackOffice) Computerized System, with data extracted from the terms of the call;
- c. Posting of the call for applications: The call is posted on the “*Uruguay Concursa*” Portal ([www.uruguayconcursa.gub.uy](http://www.uruguayconcursa.gub.uy));
- d. Applications for the post: Candidates may respond to the call for applications during the registration period, electronically or through administrative channels;
- e. Establishment of the Competition Selection Board: The board designated to participate in the process will meet, establishing working guidelines and going through the stages of the selection process.

**Fig. 18 – Stages of the Civil Service Competition in Uruguay**



Source: ONSC Uruguay

### **Other “Uruguay Concursa” guarantees**

The “*Uruguay Concursa*” Unit of the Civil Service also drafted the Civil Service Recruitment and Selection Manual and organized workshops, held both internally (within the ONSC) and externally, to train members of competition selection boards and civil servants from the different government sections or ministries involved in the process. It is incumbent on each section to

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appoint the trainers for that task. A labor union representative may also participate through the entire competition process and receive training.

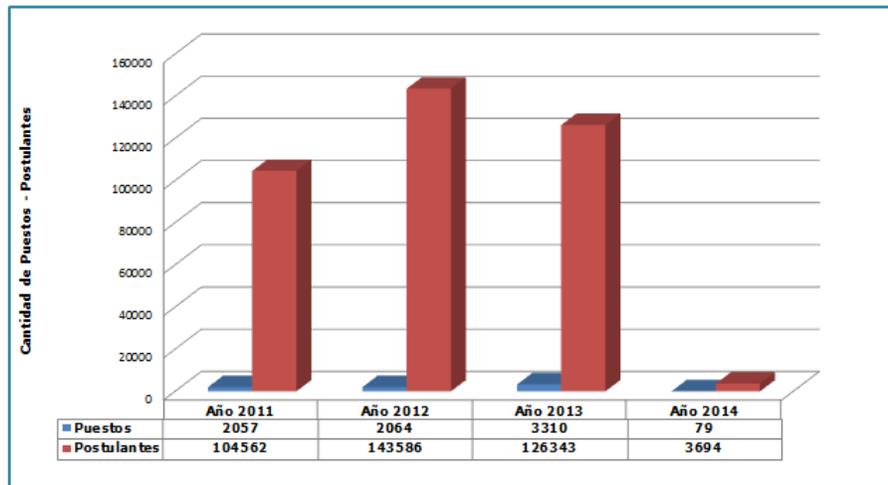
The specific course guidelines; the rules and regulations in effect, in particular decrees governing the various contractual systems and the regulatory decree on the recruitment and selection process (Regulatory Decree No. 223/013 of August 1, 2013, mentioned above); and essentially the Recruitment and Selection Manual constitute the norms that determine the board’s action. Courses on the proper formulation of competition terms and post profiles were also developed to provide additional training.

Posting of calls for applications on the Portal, regular communications at each stage, and personalized assistance through a Help Desk 365 days a year are other system guarantees. The system assigns a participant number to records and other communications to ensure anonymity during the process.

### Impact of the “Uruguay Concurso” Portal

By August 2014, the number of applications had reached 378,185 (applicants may apply for more than one competition). Likewise, from January 2011 to August this year (2014), a total of 1,363 competitions were advertised on the Portal for a total of 7,518 posts, in all the established categories. Of all the competitions, almost 9.8 percent went unfilled.

**Fig. 19 – Number of posts and applicants by year on the “Uruguay Concurso” Portal**



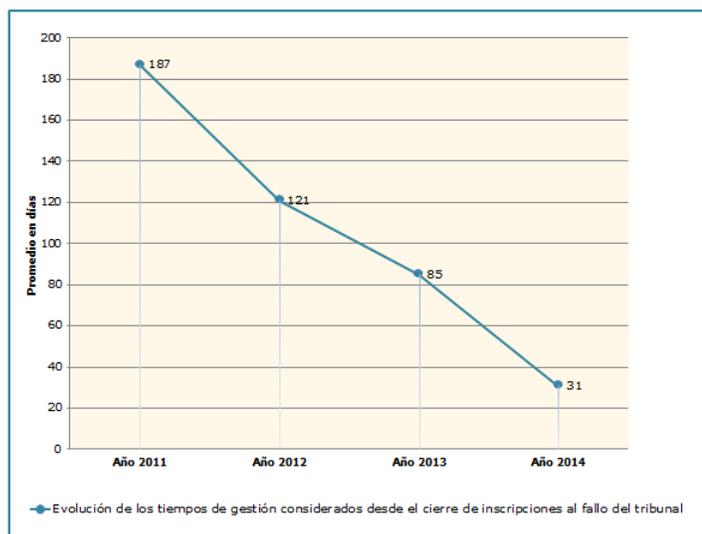
Source: ONSC Uruguay

**Note:** In accordance with Article 97 (Prohibition) of Law 19.121, contracts may not be entered into during the 12-month period preceding the end of a government administration. A significant decline may therefore be seen in the number of competitions held in 2014.

In addition, process streamlining has made it possible to shorten competition management times. Between 2011 and 2014, the average time to issue the final decision from the closing date for applications fell by more than 80 percent.

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Fig. 20 – Competition Management Times (2011–2014 average)



Source: ONSC Uruguay

The system ensures greater transparency: all calls for applications and results are posted on a public portal. At the same time, the system protects applicants’ identities during the selection process: their names are not visible to third parties until the end of that process.

Lastly, it bears mentioning that in the case of posts whose profiles show they may be targeted at persons with a low educational level or from disadvantaged populations, applications may be submitted through the human resource management units, guaranteeing, once again, that no one is excluded because of a lack of access to computer systems.

In short, the aim is to have a transparent, open, and professional system, affording equal opportunity to all, which is characterized by the following: simplification of contractual procedures or ties; trained selection boards with at least two of their three members certified; labor union participation as observers of the process; streamlining of profiles and competition terms; participation of a civil service employee in the selection board; actions based on clear regulations and an up-to-date recruitment and selection manual; and, especially, adequate, centralized posting of calls for applications on the portal <http://www.uruguayconcurso.gub.uy>, all of which reaffirms the main idea of the project, i.e., to guarantee transparency of the processes.

In turn, the system has the potential to optimize the selection of new public servants, focusing on professionalization the civil service, without failing to consider present-day challenges with more flexible contracting models.

Appropriate selection, together with other human resource management tools, will definitely serve to strengthen the public management sought, ultimately benefiting citizens who are served and must be served.

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### 7. Comparative analysis

The differences and similarities among the cases of Brazil, Mexico, and Uruguay invite us to reflect on what makes these experiences alike or dissimilar. Highlighted below are a brief set of stylized facts that can provide food for thought for other countries interested in adopting similar systems in keeping with their own civil service models.<sup>6</sup>

[1] The *business model* developed for each governing entity for the recruitment and selection process has direct effects on the tool’s design and vice versa. Whereas the Ministry of Public Administration (SFP) of Mexico and the National Civil Service Office (ONSC) of Uruguay carry out their recruitment and selection activities under their own centralized systems (in the public sphere, where all the system’s operators are public, except for the experts involved in the preparation of exams), the public competitions in Brazil are carried out in a decentralized way through the contracting of a technically specialized third-party service provider (generally private in nature from a legal standpoint) with proven experience (e.g., in a university, foundation, or research institute), through public bidding. This *business model* arrangement means, for example, that a large part of the data on the socioeconomic profile and the employment skills of candidates interested in administrative careers in Brazil fall outside the direct scope of SIAPE, the current platform used by the Secretariat for Public Management (SEGEP). The present system is limited to “*managing*” the employment relationship between the public servant and the state from the moment of his or her actual entry into the civil service.

If, on the one hand, this restriction can be addressed by combining the private service-provider system and public systems by means of integration, the transition from the present SIAPE to the new SIGEPE (with its recruitment and selection model) affords an opportunity for reflecting more broadly on the redesign of the current outsourcing model toward complete public control of the process.

[2] Current legislation, the gradual establishment of management practices, and the public perception of models for the recruitment and selection of civil servants in each of these countries establish parameters for use of the most appropriate methods for selecting personnel.

In Brazil’s case, since adoption of the 1988 Constitution, one of the pillars of professionalization of the civil service has been equal treatment of all candidates in the selection process through the adoption of strictly objective admission requirements and selection criteria (such as the presentation of undergraduate degrees and the completion of standardized tests to measure technical knowledge). Since then, the favorable reputation of public competitions, perceived by citizens as highly credible and relatively free from political influence, has stood in the way of the introduction of selection methods that may introduce a degree of subjectivity into candidates’ evaluations (for example, interviews, games, and group dynamics). Those methods are useful in ascertaining cross-cutting skills (managerial, inter-personal, and intra-personal) required in management posts and to determine, beforehand, candidates’ interest in the positions for which they are competing.

From a comparative viewpoint, the methods adopted by Mexico’s SFP and Uruguay’s ONSC generally tend to be better at matching a candidate’s non-technical skills to the profile required for the vacancy. The technical skills required (including knowledge of languages and computers)

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6. These facts move us gradually toward the recommendations formulated by the experts who participated in the Round in question, with OAS support.

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are determined by technical suitability for the post and general skills (crosscutting skills, such as leadership, ability to work as part of a team, and aptitude for interpersonal communication), which are established according to the post’s managerial level. In the case of these countries, notwithstanding the degree of subjectivity incorporated into the selection process, these soft skills are evaluated in greater depth through interviews and group dynamics.

In Uruguay, the entity concerned tells the ONSC which type of skills evaluation it wants for the competitive position: a competitive exam (which results in an objective exam for diverse candidates) or “an interview” (which results in a subjective evaluation of them), always in combination with an objective merit-based assessment, based on professional and academic background.

In Mexico, once candidates have shown that they have these soft skills, the system may certify said skills for the post being applied for. This is not valid for similar or equivalent applications.

[3] Lastly, the institutional context of each country also influences the way in which entry into the civil service takes place in each of them. In Uruguay, the ONSC has a dedicated one-stop window exclusively for managing the process of recruitment, selection, and entry of personnel and also for holding public competitions. It should also be mentioned that management of the personnel who enter the civil service is decentralized, in that it is in the hands of the entity responsible for the entry process. As seen earlier, Mexico does not have a one-stop window; rather two integrated systems with specific functions work together: “*TrabajaEn*” and “*RHnet*.” The SFP is responsible for drawing up the post profiles, whereas the exams, in some cases, are designed by specialized service providers. Brazil, for its part, does not have a one-stop window for recruitment and selection, and public competitions are held in decentralized fashion according to personnel needs and skills profiles required by each ministry or government agency. Still, organization of a competition by a ministry or government agency is subject to prior approval by the Ministry of Planning, Budget, and Management (MPOG), through the Secretariat for Public Management, for purposes of monitoring financial resource commitments and numbers of personnel in the Federal Public Administration.

### 8. Recommendations

Any public employment management system—an essential part of any civil service the purports to be professionalized—must be governed by the basic principles of equality, protection of rights, and transparency. To comply with these structural principles, the experts of the Ministry of Public Administration (SFP) of Mexico and the National Civil Service Office (ONSC) of Uruguay suggest that a set of good practices deemed useful for recruitment and selection be adopted in order to attract more and better talent for civil services in the region. Said recommendations are listed below:

1. Recruitment should take place in a professional and open manner, on the basis of objective (not arbitrary) objectives;
2. The means of recruitment used should be easily accessible and result in a sufficient number of applications for the required posts;
3. Formal practices and procedures should exist throughout the process to prevent politicization, clientelism, and patronage.

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4. Mechanisms should exist to prevent discrimination against anyone entering the civil service, for reasons of gender, age, and race, except in the case of positive discrimination in favor of vulnerable minority groups.
5. Human resources must be selected on the basis of technical skills and personal competencies, according to the profiles designed in keeping with previously validated technical norms indicating the applicant’s professional suitability.
6. The governing entities responsible for selection must be largely independent of the political system when appointments are made and must consist of professional personnel in the area of recruitment and selection and exercise supervision of the human resource system.
7. To standardize external calls for applications in the Central Administration, the centralized professional, merit-based system must be defined, if possible along with adoption of a one-stop window for entry that makes it possible to fully keep track candidates (from their expression of interest in vacancies until their entry into the civil service) and makes the selection process transparent for the citizenry as a whole.
8. In the report preceding the selection processes from the diverse public sector bodies (that conduct or contract for competitions) to the governing entities in the public administration (that authorize or validate them), consideration should be given to the timeliness and advisability of the hiring proposed, as a criterion for streamlining the civil service.
9. If it is deemed advisable to proceed with filling the requested posts, the fundamental guideline for action by the supervisor of the governing entities in public administration should be application of the most modern selection techniques, thus giving maximum assurances to the administration and the citizens participating in public competitions.
10. Dissemination of all calls for applications for public competitions for civil service careers must be mandatory. To this end, minimum rules for advertising posts must be established to ensure that the public is appropriately aware of the calls for applications issued.
11. Technicians from the governing entities of the civil service must play an active role in work relating to the selection process design. In cases in which the civil service has failed to achieve a minimal level of professionalization, consideration should be given to having representatives of these governing entities or of contracting public organizations participate in the selection committees or boards.

In conclusion, it should be pointed out that even when a set of guidelines are established that represent a desirable minimum for human resource management systems within the civil service, said recommendations must be considered in light of specific characteristics (for example, legal frameworks, institutional structures, organizational structures, and spheres of competence) of the governing entities in each of the countries of the Americas.

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### 9. Conclusions

As seen above, the use of integrated computer-based human resource management systems is of the utmost importance to guaranteeing the effective management of human talent in the civil services in the region.

From an *efficiency* viewpoint, it is obvious that consideration must be given to the adoption of integrated systems in order to manage massive quantities of data from diverse sources in real time, in light of the increasing expansion and professionalization of civil service systems. This need is all the more urgent in some countries given the strong trend toward replenishment of the public sector labor force, which in the past was adversely affected by structural reforms that reduced the size of government in the mid-1990s.

In addition to obvious gains in facilitating the processing of massive amounts of data, computerized systems can result in greater effectiveness in terms of data preservation and protection, restricted and secure access from mobile terminals via the Internet, accurate updating of records in real time (thus avoiding material errors) by the different users, and, among other functions, the addition of data for purposes of planning the needs and uses of the job skills available to the state.

Lastly, when these technology solutions for massive data management have been designed with the final users in mind (for example, applicants and civil servants who have been hired) and have been presented through open portals on the Internet, they must also serve as powerful tools for strengthening public *transparency* during the entry stage when candidates have access to civil service jobs offered by the state.

However, it goes without saying that it is apparent from the diversity of tools used by the various national bodies in charge of the civil service in the Americas that each technology solution must be tailored to the specific institutional and legal characteristics of each country.

Reflecting on the adoption of these solutions in their specific institutional context, public leaders charged with furthering professionalization of the civil service have the opportunity to address, discuss, criticize, and plan for ongoing improvements and disruptive changes in their own civil service models, as in the case of the design of the new Brazilian personnel management system, SIGEPE.

Thus, these leaders will be able to move gradually, each in his or her own fashion, toward professionalization of the public servants required for the increasing complexity of public policies, toward the patterns of transparency demanded by an increasingly active citizenry, and toward the levels of effectiveness needed to attract and take advantage of the human talent at their disposal.