



NATIONAL ACADEMY OF
PUBLIC ADMINISTRATION®

2017 ACADEMY FALL MEETING

International Perspectives on Public Administration in the 21st Century: Current and Future Challenges

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AGENDA

1. BRAZILIAN PUBLIC SERVICE
 - a) Adverse selection
 - b) Hard to discharge
2. CURRENT CHALLENGES
 - a) How to attract
 - b) How to motivate
3. FUTURE CHALLENGES
 - a) Millennials vs Boomers
 - b) Hiring system

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BRAZILIAN PUBLIC SERVICE

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- The candidates that want to be effective public servants must take the civil service entrance examination.
- The commissioned functions are nominated by public authorities (without entrance exam).
- Career progression (usually) due to time.
- Small salary variation between entry level and maximum level in career.

BRAZILIAN PUBLIC SERVICE

Adverse selection

- Difficult to attract skilled government employees who are up to the job.
- Young often steer clear of government work because of pervasive stereotypes that Brazil and its unbridled bureaucracy are corrupt.

BRAZILIAN PUBLIC SERVICE

Hard to
discharge
people

- After nomination, the new Public Servant is subjected to the probational period. For two years, the servant is evaluated by the immediate chief. After the period, the approved servant is considered *stable* and the non-approved are dismissed.
- A stable servant may not be dismissed, except due to judged sentence or disciplinary administrative processes.

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CURRENT CHALLENGES

CURRENT CHALLENGES

CURRENT
CHALLENGES

How to attract

How to motivate

CURRENT CHALLENGES

HOW TO ATTRACT PEOPLE

What's keeping young people from rolling up their sleeves and joining the public service?

“These young workers don't know of the opportunities available in public management” Joice Toyota – CEO at Vetor Brasil

CURRENT CHALLENGES



HOW TO ATTRACT PEOPLE

Vetor Brasil is a platform that places top-performing, impact-driven university graduates in public-service jobs for one-year programs. Think of it as Teach for America for government work.

- 400+ trainees
- In 24 states (out of 27)
- 30 public partners (City, State and Federal)
- 26 year old on average
- Top tier selection process (6 steps)

CURRENT CHALLENGES

HOW TO MOTIVATE PEOPLE

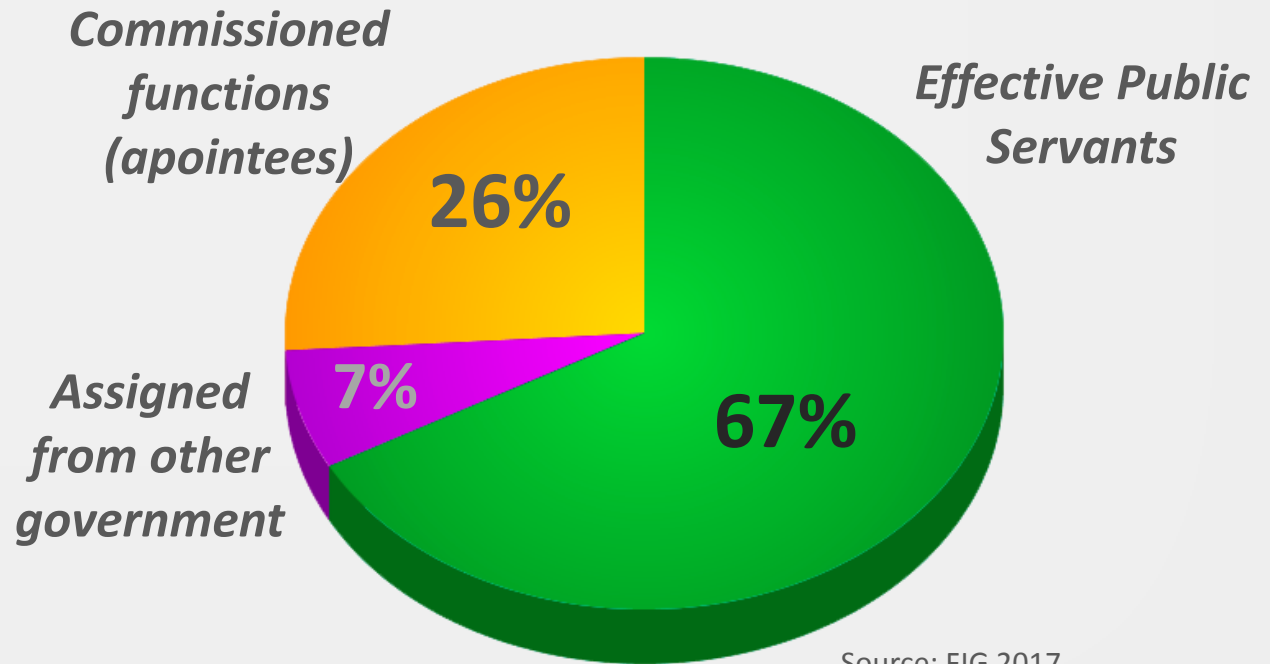
What are the **obstacles** to keep public servants happy and motivated with their work?

- Frequent and abrupt changes in leadership
- Hard-to-measure achievement
- Strong civil-service rules
- Constraints on the use of financial incentives

CURRENT CHALLENGES

HOW TO MOTIVATE PEOPLE

Public servants in managerial positions

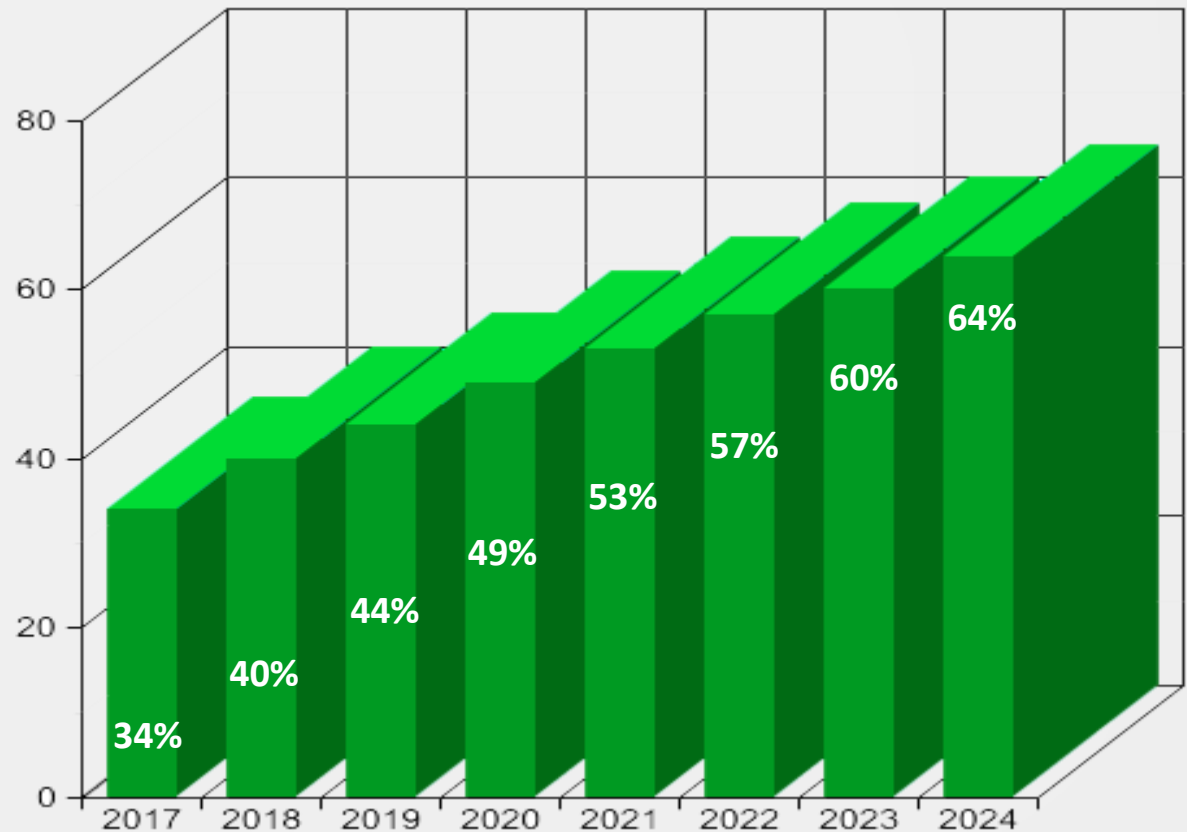


Source: FJG 2017

CURRENT CHALLENGES

HOW TO MOTIVATE PEOPLE

Public servants that will be entitled to retirement



Source: FJG 2017

CURRENT CHALLENGES



HOW TO MOTIVATE PEOPLE

Prepare the next generation of leaders within Rio de Janeiro's City Hall.

- Competitive and transparent selection process
- Training focused on management and leadership skills
- Integration of people in different departments
- Professional coaching
- Performance appraisal and bonus payment

3

FUTURE CHALLENGES

FUTURE CHALLENGES

Millennials

- I. Job-Hopping (mobility)
- II. Speed (enthusiastic)
- III. Tech Savviness (78%)
- IV. Crave for feedback
- V. Jobs that have a social impact

Baby-Boomers

- I. Lifelong Career
- II. Hardworking/patient
- III. Tech (4%)
- IV. Not used to constant feedback
- V. Like privacy

FUTURE CHALLENGES

Stop hiring like it's 1999...

The public sector is still hiring like it did decades ago, and this needs to change. Beyond **developing existing talent**, we need to **identify new skills** that are needed for the future of work.

By leveraging new tools to find and attract the right people, we can **find**, **place** and **develop** employees in positions they enjoy and even excel at, and maximize their potential, while promoting innovation and advancement within the organization.

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