



**ROUND OF
MEETINGS**

2018

**BUILDING TODAY THE
PUBLIC ADMINISTRATION
OF TOMORROW**

2nd SESSION

**CAREER PATHS IN PUBLIC ADMINISTRATION:
CAREERS AND SKILLS**

16.MAY.2018

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Introduction

This booklet is a summary of the second session in a round of meetings sponsored by the Directorate-General for the Qualification of Public Employees (INA) held in 2018, entitled “Building Today the Public Administration of Tomorrow” and is in line with one of the purposes of this cycle. This session, held in the Torre do Tombo last 16th May, discussed the topic of “Career Paths in Public Administration: Careers and Skills”.

It followed the format of the previous meeting and sought to stimulate reflection and debate on the challenges facing Public Administration, this time on the subject of career paths: traditional models and new approaches, how to attract, keep and produce talent in public service and in policy implementation. The strategic and integrated management that are needed by Portuguese

Public Administration in its constant search for improvement, innovation and adaption to present-day requirements since the advent of the digital age, and are also needed for diversified skills and for the creation of career paths that are personalised and enriching for both workers and organisations.

To foster this discussion, a plenary session was held which included both Portuguese and international speakers, with presentations on experiences of particular relevance or on specific topics, and which was attended by 395 participants, while the afternoon was reserved for workshops. These included employees in general and special careers, as well as managers, in Public Administration, and allowed different perspectives and issues of different scales to be brought together.

Mário Centeno



This is a fundamental topic: to reflect on the strategies, policies and instruments for an increasingly-stronger Public Administration, more productive and more sustainable. Public Administration's capacity as an organisation to design and implement new generations of public policies depends largely on its employees, their motivation and their skills.

"To carry on an open debate on careers and skills is a challenge that brings us back to the strong link between the present and the future."

Public Administration has undergone many transformations. Society has the required answers from the State to new and complex problems such as demographic challenges, climate change, inequalities and the digital society. Challenges that require updated public services, ready for the future, flexible, competent and sustainable.

We must, therefore, discuss what conditions we must create in order to manage workers in Public Administration. The development of people and organisations requires that the employee take an active role and that the employer offer opportunities for learning.

To speak of these topics in Public Administration demands that we consider the coexistence of multiple realities and organisational models. Some more traditional, others more modern. Some more hierarchical, others more flexible. All exist within a very specific cultural context, which poses major challenges to management.

Careers organised formally, with systems of progression by seniority and a specialised division of labour with little delegation of responsibilities, have been challenged by organisational models of working that require greater depth of knowledge - a development arising from the idea of a system based on merit, the broadening of tasks and systems of continuous learning.

We cannot think of the future based on models from the past. It is necessary to understand present-day realities and the expectations of those already in Public Administration and of those new generations who will be recruited in order to rejuvenate the workforce of more than 650 000 public employees with an average age of 47.

Today, we are faced with such issues as: How to manage older people in the face of the need for new skills? How to manage younger generations, who attach less value to stability and more to an open-ended career path and to its integration with their personal life? How to create a coherent

system of public employment? What are the career development mechanisms that allow responsibility to be shared between employer and employee?

The discussion around the models we want, that are most realistic, and that we need for a sustainable future, must be on the political agenda.

The signs of this unavoidable necessity are already here. The United Nations 2030 Agenda identifies a set of goals for sustainable development that bring countries, businesses, societies and people together around a common purpose: to create a better world for present and future generations.

We need a renewed focus on the training of public employees. Although the level of technical knowledge in Public Administration is around 52 % for workers with higher education (27 % more than the active population in general), this indicator does not give a clear idea of the skills required to deal with new realities.

OECD's Skills Strategy for Portugal stresses the need to foster a lifelong culture of learning, with the collaboration of employees, in order to ensure an active and proactive role for all, even if the challenges require changes in organisations and working models.

“Preparing Public Administration to serve the country demands a concerted action from all. Managing people involves designing the stimuli to attract and retain the workers that we need.”

It is from our joint reflection that new proposals may arise. So let us discuss the best ways to combine the responsibilities of employers and employees in order to build strong public institutions, with solid governance models and the ability to provide better work opportunities, in a sustainable future.



KEYWORDS

People Management | Careers | Skills | Motivation | Work Organisation Models | Learning Culture | Sustainable Future

Daniel Gerson



Project Manager for Public Employment and Management at the OECD

MAIN IDEAS

1. In the Public Administration of the pre-digital era, work was organised around written text on paper; with the advent of digital tools, mainly applied to the automation of traditional processes and working procedures, we must rethink how we design the services and how we work. Hence the incorporation of open, user-centred, approaches and processes, which give rise to real transformations in the way we operate.

“Are we sure we that we are managing the people who work in Public Administration in such a way as to create the greatest possible value? In a way that facilitates their productivity? In a way that ensures they carry out their functions by developing the right skills, with the appropriate methods and tools?”

2. The OECD has identified a set of factors that are essential to Digital Public Administration: *Digital by design*, which means designing a new service digitally, taking *information as a core element* and as the main lever for rethinking how public services are provided and making *the citizen the Administration’s focal point*, studying their behaviour, interests and needs, and giving them greater control over how they receive those services. At the same time, *Administration as an open platform*, as a space of collaboration and one which simultaneously allows free access to the data at its disposal.

3. How to prepare people to deal with these new technologies? This requires careful strategic planning and a concerted and coherent action.



4. Discussion has arisen on the characteristics of an innovative PA and on the inherent challenges for those working in it. Roles are changing, and not accepting change means, in practice, going backwards. Without innovation, PA will no longer fulfil its mission: to serve citizens, companies and society.

5. The OECD identifies the skills essential for a high-performance workforce in PA: (i) developing, together with political decision-makers, public policies which help create a legal framework conducive to the provision of quality digital services; (ii) working with citizens to create services together, in an open and responsible manner; (iii) knowing how to hire and to manage contracts, thus ensuring that services are provided at the desired cost and with the desired quality, and (iv) cooperating and establishing partnerships with internal and external players in order to achieve common goals.

“A Public Administration that does not know how to innovate risks being left behind; always reacting and yet always disappointing.”

6. Thinking about skills leads to reflection on the models needed for PA to perform well. It was concluded that a professional PA is composed of

many different grassroots entities, including lawyers, economists, designers, data scientists and behaviour analysts, helpful in managing relationships with citizens and assessing the success or failure of public policies.

7. In collaboration with the Observatory of Public Sector Innovation (OPSI) 6 vital skills for innovation in the public sector were identified:

- (i) *iteration* - developing projects and trying out new procedures experimenting, changing and learning;
- (ii) *data literacy* - data allow a better understanding of the citizen and are the basis of decision making;
- (iii) *focus on the citizen* - understanding citizens and their interaction with the services;
- (iv) *curiosity* - identifying new ideas and ways of working and adapting already tested solutions;
- (v) *storytelling* - knowing how to communicate what needs to be done through interesting narratives and
- (vi) *a questioning approach* - creating, together with the workers, the right opportunity for change.

“We must create a new brand for those working in Public Administration, focusing on the actions taken and the results achieved, on the impact created, and the opportunities provided for learning and growth.”

8. The OECD’s recommendation on leadership and training in public service rests on three pillars: (i) *a values-based leadership culture*, (ii) *ability and trust* in the employees and (iii) *a flexible system able to adapt to change*, with institutions that are resilient, flexible and inclusive.

9. Systems of public employment must prepare for this paradigm shift which requires skilled and trusted services, and involves dialogue, compromise and negotiation with social partners.

KEYWORDS

Digital Government | Career Profiles | Innovation | Leadership | Skills | Training

1ST PANEL

Attracting, retaining and empowering talent: how to reconcile skills management with careers management?



Teresa Costa
*Deputy Secretary-General
of the Ministry of Internal
Affairs*



José Abraão
*Head of the Federation of
Public Administration Trade
Unions*



Jorge Figueiredo
*Director of Human Capital
at the Nabeiro Group*



MODERATOR: Lucília Tiago
Journalist from Dinheiro Vivo

1. Stability of employment has been affected by processes of reform in Public Administration (PA) and by the consequent changes to its legal framework. Nowadays, there is a different concept of stability compared to that expected a few years ago by those entering Public Administration.

2. Leaders must be prepared to change their management paradigm and disseminate a new concept of stability, one which necessarily requires making a commitment with employees. Only with this commitment, and through knowledge, dedication and professionalism, is it possible to respond to the needs of the organisation and thereby contribute to the proper performance, and the good image, of Public Administration.

3. Professional stability is a prerequisite for the provision of public services and is related not only to contractual models but also to the ability to guarantee employees advancement, fair remuneration for the work they do, and conditions for professional development through training and other procedures for learning.

4. It is essential to attract and retain talent. To know how to manage people of varied characters, from different generations, combining the experience and know-how of older employees with the energy, motivation and knowledge of the younger. It is essential to make commitments with employees with respect to their individual expectations, bringing these into line with the organisation's needs. Management must be aware

of the importance of building skills, of empowerment and of motivation.

5. Future challenges entail new roles and new knowledge associated with the movement of professionals from one technical area to another. Technical skills will undergo constant upgrading and acknowledgement, which will require greater versatility and flexibility. As for behavioural skills, the soft skills, there will be greater stability since these are, and will continue to be, crucial for the organisation's development.

6. It is essential to invest in the training of young people, but also in that of older age groups; who may well have been in the organisation longer and therefore have a crucial role as mentors, transmitters of the organisation's culture, and of those good practices that, over the years, have helped build the organisation itself.

“Nowadays, training (...) involves a lot of what our organisations will increasingly have to make use of: networking, knowledge sharing and benchmarking.”
(Teresa Costa)

7. Training is a responsibility of the employer but also of the employee, one which contributes to their professional and personal development and is a tool for training them to meet the organisation's expectations.



8. Training in Public Administration, based on the acquisition and development of skills, is not limited only to training in the classical sense of the term. We must consider other alternatives, which include networking and knowledge sharing. These solutions, in most cases, require only willingness on the part of employees, but make it possible to overcome an organisation's budgetary constraints, allowing them to develop their skills and increase their knowledge in pursuit of a better public service.

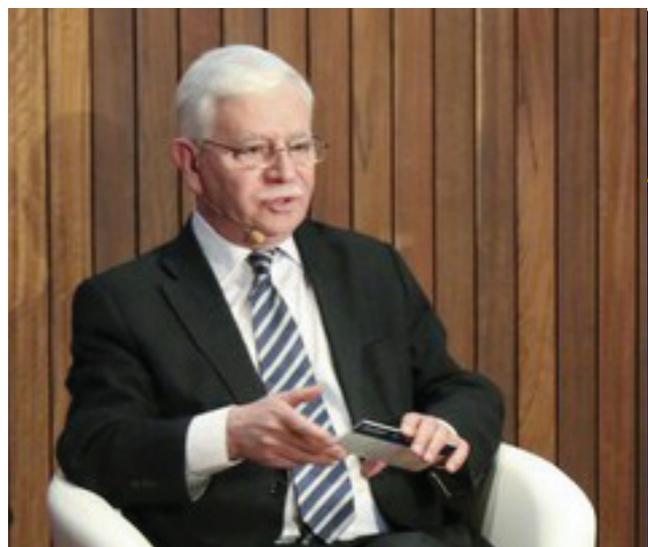
9. Feedback must be given and demanded daily. This is a key element and everyone values it, whether positive or not. It is way of pointing out paths or correcting our course while carrying out activities.

"We must have every professional lined up behind one specific objective, aiming at the same steps forward and with the ability to make a difference in the organisation that they represent."

(Jorge Figueiredo)

10. Internal communication, as a vehicle for disseminating objectives, values and contributing to the consolidation of the organisation's culture and to its employees' sense of belonging, is an element of strategic alignment and, consequently, of group cohesion.

11. The amendments introduced by Law 12-A, of 27th February, along with the Regime and Regulations for Civil Service Employment Contracts, have created a separation between general and special careers. By establishing careers without built-in vertical advancement, in which progression is based on performance evaluation, they have had negative effects on motivation. We must think about careers in a way that encourages people to strive for excellence, for the sake of public service, whilst safeguarding their professional interests and expectations.



“We have heard today that the greatest challenges have to do with qualifications, but also, to a great extent, with worker participation in negotiations.”

(José Abraão)

12. The great challenge of the future as regards careers, and in motivating and attracting and retaining employees, requires a different vision of professional careers, with assessment systems

that promote merit and with management that invests in employee training, so that employees can be more motivated, closer to citizens and responsive to new demands.

13. In careers, as in other areas of people management, the keyword is merit recognition, with objective criteria, and fair and equitable assessment. Rigid careers, with progression programmed according to age, without considering the outcome of job performance, do not make sense.

KEYWORDS

Career Management | Skills Management | Talent Management | Training | Networking | Internal Communication | Merit

KEYNOTE

Niall Leavy



Chief Psychologist and Head of Strategic Projects in the Public Appointments Service (Ireland)

MAIN IDEAS

1. The Public Appointments Service (PAS) is the centralised recruitment agency for Irish Public Administration (PA) at all hierarchical levels, from operational functions to senior positions.
2. Aiming at excellence, PAS works closely with its stakeholders to hire qualified people, identifying and attracting the best professionals for the jobs available. One of its key values is a commitment to working for the public good, ensuring independence in how it carries out its mission, and fostering a culture that values merit, justice, integrity, respect, dignity and excellence.
3. Levels of recruitment to Irish PA are currently increasing. In one year, the country has received about 82 000 candidates, and filled about 9 000 positions. During this process, about 16 000 people were interviewed.

“At present, recruitment procedures take a very generalist perspective. In the future, they will have to be designed taking into account career paths that will attract experts.”

4. The positions filled cover a huge variety of functions. In public administration importance is increasingly given to generalist functional profiles, and to expert functional profiles where previous professional qualification is crucial. The dynamics of recruitment reflect the breadth and diversity of professional opportunities in PA, from auditors, architects and economists to cyber-security experts and financial crime analysts.

5. PAS's action is the result of a combination of reforms carried out in the management of human resources in Irish PA. From measures that led to greater openness to society in the mid 90s, to reforms associated with performance management and decentralisation in the first decade of the 21st century, we are currently developing a new strategy involving differentiated plans such as the *Civil Service Renewal Plan* and the *Senior Public Service Leadership Development Strategy (2017-2020)*.

6. The Civil Service Renewal Plan includes a set of actions aimed at reinforcing the capacities of human resources, introducing talent management and strengthening the specialised knowledge of professionals with management functions. It also aims to expand opportunities for career enrichment and mobility in PA, across geographic, organisational and sectoral barriers, while also redesigning organisations and re-envisioning careers.

7. In designing the plan, three skills profiles were identified as priorities for the Irish PA: human resources management, information and communication technologies (ICT) and financial management. Nevertheless, the recruitment of lawyers, statisticians, economists and auditors is also essential.

“We have made a new website, where we make use of narratives. Stories of people who have chosen to work in Public Administration, describing what they do and the impact that it has.”

8. The current recruitment pillars are attracting and winning over to PA those people with the required skills, applying selection methods



that effectively evaluate the skills required, and rethinking our offers for those we want. Working together with the different departments of PA has resulted in a holistic perspective on the whole process.

9. There has been innovation in our ways of contacting, winning over and attracting candidates, with an emphasis on strong communication campaigns and making use of digital platforms. A proactive attitude has been taken, particularly at the level of recruitment to senior positions.

10. New methodologies and tools for selection have been adopted, making use of the potential of new technologies such as online assessments, remote interviews using video, remote invigilation of examinations, and support for interviewees through distance-learning systems; practices with huge positive impact in terms of efficiency, convenience and accessibility.

11. Irish PA has created an integrated skills model that has made it easier to assess employees and managers, as well as the planning of those skills that need to be developed for the carrying out of future functions. A model covering various functions of human resources management, including recruitment and performance management.

KEYWORDS

Centralised Recruitment | Talent Management | Professional Profiles | Specialisation | Selection | New Technologies | Integrated Model | Skills

2ND PANEL

Past, present and future of public employment: what career paths can Public Administration offer?



João Cerejeira
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M. Carvalho da Silva
Coordinator at CES Lisbon



Rui Gomes
Managing Director of ISS Facility Services



MODERATOR:
Elisabete Miranda
Journalist from Jornal de Negócios

1. In the days before the Industrial Revolution, there was the work of the craftsman, skilled work, centred on the individual, involving a set of non-routine tasks. With the Industrial Revolution, the artisan's skilled work is replaced by machines, with standardised working procedures requiring less skilled workers. There is a transition to a more capital and energy intensive arena, requiring work of less skill.

"Instead of thinking about what jobs will be replaced or if people will be replaced, I would rather ask another question: what skills will be replaced and changed in the future?"

(João Cerejeira)

2. Understanding technology's impact on the evolution of work requires consideration of three factors: technology, unskilled work and skilled work. We must also determine which of these three factors are substitutes and which are complementary; to what extent technology will be a complement to less skilled or unskilled work or a substitute for it, as we can discriminate between these types of work according to the level of cognitive skills that they demand.

3. Work can be differentiated according to its cognitive dimension (tasks requiring more, or fewer cognitive skills, more or less intellectual capital) and its level of routine (higher or lower). The crucial factor for technology to replace a job is not the latter's cognitive requirements, but its routine nature.

4. For the future, two trends can be determined: the growth of non-routine work, either skilled or unskilled. This presents a potential risk of polarisation in the labour market - with extremely cognitively demanding professions, in which the use of digital technology will raise productivity, coexisting with less cognitively demanding professions, but which are not easily replaceable by technology. This polarisation is responsible, in part, for the increase in inequality of recent years.



5. When observing the impact of new technologies on employment, we see a set of professions that have considerable weight in PA, namely in Education and Health, which have a low probability of being automated. However, there is a high probability that administrative functions, typified by technical and operational assistants, will be automated.

"Public Administration must create more employment and, at the same time, rapidly and in different ways, improve, qualify and motivate employees."

(Manuel Carvalho da Silva)

6. The future requires effective investment in training and qualifying employees, in order to strengthen democratic society and reinforce the idea of citizenship. There are currently impoverished sub-sectors, where staff is needed, and where workers' motivational levels may have suffered the effects of being disregarded for a long time.

7. Besides pointing out the jobs that tend to disappear with technological advances, we must also emphasise those which will emerge with these advances: new professions, new roles, new skills.



8. The idea that a lot of the work that exists today will be automated or done at a distance needs to be demystified. There is a tendency nowadays to present doomsday scenarios of the destruction and disappearance of employment and of certain professions, without considering other variables. It is necessary to look to the new roles which may arise, thus stimulating new thinking about careers, career paths and skills.

“Motivated and trained employees stay longer at their work, are more productive, are more focused on their roles, and are absent less often.”

(Rui Gomes)



9. There is a pressing need to improve coordination between the private and the public, where the State of the future, in sharing activities and responsibilities, will have to consider what role it wishes to play: either guaranteeing that these are carried out or realization or managing them effectively.

KEYWORDS

Evolution of Work | New Technologies | Cognitive Skills | Training | Qualification | Motivation | Private-Public Sector Coordination

Miguel Cabrita

Secretary of State for Employment



This Government has made a very clear commitment to revaluing work in public functions and strengthening Public Administration. A commitment to making the State itself a promoter of better working practices and to providing suitable working conditions for professionals in Public Administration. A commitment that is inescapably linked with the project of modernising the State, with raising the quality of public institutions and with improving the quality of public services.

“Without a motivated, qualified and competent Public Administration, with suitable working conditions and with prospects for professional development, it will be hard for us to undertake transformation and innovation processes in the public sector.”

Improving the quality of employment, whether as regards the quality of the employment

relationship or the creation of safe and healthy work environments, is undoubtedly one of the main features of this governance cycle. But there is another very important feature of this cycle which is directly linked to the goals of improving the quality of employment and improving levels of cohesion and social equality: raising the qualification level of Portuguese employees.

Portugal has a history of low qualification levels affecting mostly older generations, which seriously compromises our growth potential and our competitiveness indices. A deficit that is directly connected with the high levels of wage inequality in our country and with issues of segmentation, but also with the characteristics of our production model, still greatly marked by the predominance of sectors with low added value.

For all these reasons, as we cannot just wait for time to pass, we cannot afford to wait for generational renewal to solve the problem of qualifications - especially not in Public Administration.

Therefore we have established, as the prime axis of the National Reform Programme, the importance of raising the qualification level of Portuguese citizens - an importance we cannot fail to acknowledge and which puts the level of qualification at the centre of the political agenda.

Already in operation for almost a year, *Qualifica* has brought adult education and training back onto the country's agenda, back amongst our priorities. But there is still a long way to go to ensure that *Qualifica* is truly the most important

instrument for furthering the level of qualification of all those Portuguese who have not completed secondary education. A path we will only be able to take with a much higher level of participation – which cannot and should not exclude Public Administration.

“The Qualifica programme has a very central place in this area as a strategy for relaunching adult education and training, in order to make it a national priority again.”

In Central Administration alone, there are more than 100 thousand workers who have not completed secondary education. We are speaking of about 30 % of workers in Central Administration. We are speaking of a situation that may limit, that does limit, the responsiveness of Public Administration and that especially limits the prospects for modernising the State. To transform this scenario, to empower and give greater value to civil service employees, the departments of work, education and public employment are working on

a programme dedicated specifically to improving the level of qualification of workers in Public Administration – the *Qualifica AP* programme.

“Qualifica AP is a name that reflects the Government’s commitment to adding value to work in Public Administration.”

It represents another guarantee of fairness in policy responses targeting the Portuguese population in general and in the policy responses targeting professionals in the State sector specifically. It means raising people’s levels of qualification, giving them better opportunities, valuing them and creating the conditions for them to be able develop their skills. But it also means empowering the State and public services.

It also means promoting innovation, fostering the acquisition of digital skills, which are fundamental for facing present and future challenges. It means, in a word, an investment – a more productive investment, today and in the future, one which we can make.

KEYWORDS

Commitment | Professional Development | Quality of Employment | “Qualifica AP” Programme | Innovation | Digital Skills | Investment

Fátima Fonseca

Secretary of State for Public Administration and Employment



Public Administration (PA) has long started on a path of profound change; from the time of the departmental office to that of the citizen's bureau, from blue paper with 25 lines to online services. It has changed in many respects and needs to reinvent itself to meet new challenges. Today's debate has shown that we face four key challenges:

1. The collective responsibility to reflect and make choices that ensure a better future for Public Administration, with prospects for professional and personal fulfilment, motivation and openness to change. We cannot view neither the past nor the future with the same eyes we view the present. We must prepare ourselves to address the challenges which also affect labour, namely those posed by the digital society, social inequalities, the demographic challenge and climate change.

To sum things up in a phrase uttered in the course of the meeting: "we cannot afford not to do things differently."

2. Management and organizational changes in Public Administration entail changes in human resource management, one of the weak points of Portuguese PA noted in a 2017 study conducted by the United Kingdom's Institute for Government. Changes to working arrangements and management practices introduced in recent decades coexist with a more traditional management, which also poses several challenges. What is to be done in the face of such a diversity of approaches? What constitutes public service these days and how do we manage it to ensure equal treatment among workers? To use an expression that has already been coined: "what we must not do is run in place".

"Most of the capacity to adapt to new challenges that the public services have lies in their employees."

3. To maintain and develop the organisational capacity needed to carry out its mission and implement public policy, that is hopefully more broadly integrated across organisational silos, public administration must plan for the skills it needs. Basic and across-the-board skills or specific skills. Skills which embody a set of technical, emotional and relational attributes, as mentioned in the report on the future of work published during the 2016 Davos Forum, where 10 essential skills for 2020 are identified.

“Now that even intelligence is artificial, economies are challenged by human qualities, qualities of the heart and emotions. This is also true of PA, where emotional and relational skills are as necessary as technical skills.”

4. The National Skills Strategy highlights the need to develop lifelong learning to acquire the skills needed over the course of one’s professional life. Employability results from a balance of responsibility: between organisations offering learning opportunities and workers taking responsibility for their self-development. New generations look at employment differently from their predecessors, positively valuing change. This is perhaps an opportunity for PA renewal: encouraging careers without borders and renewing the interest of workers in the values of public service. With the help of new generations of workers and citizens who have different expectations and needs which require public services to be renewed.

“A new generation of public services that act proactively and collaboratively to address cross-cutting challenges requires that we rethink how we manage our careers.”

It is necessary to think of the frameworks through which organizations view the careers of their workers as a broad programme, which contributes to shape the skills of people according to present and future needs, and inspires people with its values and practices.

Workers are true ambassadors of their organisations and professions. If this is true for a company, it is not difficult to imagine the importance of this vision for a public organisation created, maintained and developed by the people it serves.

Our future depends on the choices we make. And we must face it with optimism and without prejudice.

“The world is made of change and although certain aspects are always out of our control, we must seek to guide it in the right path. A path shared by all, as ‘there is no room for spectators’.”

It is our collective responsibility to make the choices that will ensure a path of sustainability and dignified employment, that contributes to the full personal development of workers, and public services that create more value for citizens in a fairer society.

KEYWORDS

PA Renewal | Change | Management Models | People Management | Public Employment | Lifelong Learning | Skills | Future of Work

Workshops

MAIN CONCLUSIONS

In the search for answers regarding the capacity of Public Administration (PA) to attract, retain and motivate workers with the skills it needs for its effective performance, the INA, in collaboration with the DGAEP, arranged a set of three workshops with guests organised around the following themes: general careers, specific careers and managers. These working sessions, lasting approximately two and a half hours, resulted in a set of considerations presented below.

WORKING IN PA: ATTRACTIVENESS FACTORS

Although in times gone by job stability, and its inherent job security, were a preeminent incentive for those wanting to enter a career in PA, this seems to have less weight in the choices made by younger people.

If PA wishes to recruit qualified young people with potential for high performance, it needs to change its image and to understand what motivates these young people.

Changing the public image of PA, particularly among those who make up its recruitment pool, is a critical aspect to pay attention to: if job stability is no longer as relevant as it once was, then what does PA have to offer? The answer lies in greater dissemination of PA's good practices, the value it creates, the professionalism shown by its workers, thus reinforcing the confidence of citizens and companies in public services.

It is also particularly interesting to note that PA is a source of opportunities for continuous learning and professional development, since it is system comprising multiple organisations, where various functions are carried out, requiring diverse skills, and therefore creating a space for the individual to design their own career path.

WORKING IN PA: ATTRACTIVENESS FACTORS

Diversity of functions and areas of activity

Career paths that facilitate the employee's professional and personal development

Opportunities for continuous learning

Exciting projects

Reconciliation of professional life with personal and family life

Job stability

The projects carried out in PA are also an attractiveness factor due to their relevance and impact, leading to professional growth, which should be capitalised on. Furthermore, many of them involve international travel and contact, favourable to professional enrichment.

Another attractiveness factor is the mechanisms that facilitate reconciliation of professional life with personal and family life.

The salary issue, in particular for more qualified functions, may weigh unfavourably on the decision to work in the PA

WORKING IN PA: LEVERAGES AND CONSTRAINTS

In addition to attracting talent, PA needs to know how to retain that talent and put it at the service of the organisational mission, which means that the motivation of its workforce is critical. Some of the factors previously mentioned are very relevant in this respect - the freedom to design different career paths, the possibility of continuous learning not only through carrying out diverse functions and taking part in exciting projects, but also through access to vocational training, as well as the use of mechanisms which facilitate the balance between professional life and family life.

There are certain management practices that must be encouraged in order to ensure alignment of organisational goals and needs with individual interests and expectations, practices such as telecommuting, mobility within and between organisations, and working on projects which are the responsibility of multidisciplinary teams.

However, the use of telecommuting or project management require managerial and functional rearrangements on the part of organisations, as well as a philosophy of greater autonomy and accountability on the part of managers and workers.

When faced with some constraints in salary, in certain positions, the proximity of workplace to residence is a factor given careful consideration by the worker, with respect to issues of efficiency and convenience (less expense and travelling time).

Though PA offers numerous opportunities for building varied career paths, it is necessary to foster the development of mechanisms that facilitate these paths. Among these, we should highlight the integrated management of human resources based on skills, access to vocational training, and mobility.



Organisations are required to draw up staffing charts, which should include job descriptions and their respective skills profiles. Technically challenging, this exercise is an essential instrument for establishing projects for career paths which allow forward-looking talent management by public organisations, as well as the design of career paths by employees. Managers are aware of this need and of its beneficial potential. However, there are currently constraints on its practical implementation, primarily the lack of human resources, resulting from a policy of fiscal restraint, which has hindered external recruitment. Nevertheless, PA is called to respond with greater effectiveness, efficiency and quality to the demands of its principal stakeholders – citizens, companies and political decision-makers – within a context of limited resources, which condition the period for strategic thought, reflection and action on the organisation and its employees.

Apart from the problems involved in upgrading employees, there is also the issue of the increase in their average age. The imbalances in the age pyramid generate problems of another order, such as that of how to preserve knowledge within organisations. The most experienced generations possess knowledge that should be transmitted to younger ones, but sufficient care has not always been taken in procedures for the socialisation and integration of new arrivals; we must invest more in this regard. The integration procedure entails an exchange; younger employees also have a set of skills to share with those who have been longer in the organisation: greater command of digital skills, for example, which may contribute to gains in productivity and greater openness to innovation on the part of older employees.

Vocational training – which fosters knowing how to learn, know-how (effective training requires a special focus on this aspect) and “knowing how to be” – is vital for the acquisition and development of skills, especially when combined with the performance management in the organisation and with forward-looking management. It is also one of the mechanisms that employees can use to leverage their career paths.

Worker mobility was a management tool that earned divergent assessments from workshop participants. By employees, mobility is seen as an essential basis for the creation of career paths which provide professional enrichment (diversity of experiences, knowledge and environments). By management, however, looking at the interests of the organisation in a context of restrictions on

WORKING IN PA: MOTIVATIONAL FACTORS

The aforementioned attractiveness factors

Telecommuting

Mobility within and between organisations

Work projects, in multidisciplinary teams

Vocational training

recruitment, it may represent the loss of resources essential to the achievement of objectives, thus negatively impacting the organisation's performance.



KEYWORDS

Public Employment | Attractiveness | Constraints | Motivation | Professional Development | Personal Development

Biographical notes

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Mr. Gerson holds a Master's degree in community and regional planning from the University of British Columbia in Canada and a Master's in Public Management from the University of Potsdam in Germany. Daniel Gerson leads the OECD's work on Public Employment, Civil Service Reform, and People Management in central government institutions. Prior to joining the OECD, Mr. Gerson was responsible for a range of projects in the Canada Federal Public Service, where he worked on developing policies to support social innovation, and helped to design and implement a variety of organisational and civil service reforms.

Elisabete Miranda, Journalist from *Jornal de Negócios*

Principal writer for the economy section at *Jornal de Negócios*, where she has worked since 2006. Before that she was journalist at the *Diário Económico*. Has a degree in Economics from the Lisbon School of Economics and Management – *Universidade de Lisboa* (ISEG), has a postgraduate degree in "Fiscal Management of Organisations" from IDEFE/ISEG, and a postgraduate degree in "Compliance" from the *Instituto Superior de Gestão Bancária* [Higher Institute of Bank Management] (offered by the Portuguese Association of Banks). Has won four awards for economic journalism, as co-author, given by Santander Totta / *Universidade Nova de Lisboa*. Was born in 1975 and lives in Lisbon.

Fátima Fonseca, Secretary of State for Public Administration and Employment

Secretary of State for Public Administration and Employment of the 21st Constitutional Government, since July 14, 2017. Master's Degree in Public Administration and Policies from the *Instituto Superior de Ciências do Trabalho e da Empresa*

[ISCTE – University Institute of Lisbon], and a Law Degree from the University of Lisbon. She was Municipal Director of Human Resources for Lisbon City Council. Prior to this she was responsible for the area of administrative modernization, Director of the Municipal Modernization Office of Amadora Municipal Council, and the Director of the Model Development Unit and Organizational Innovation at the Institute for Innovation in State Administration. In 2017 she was named as Ambassador of the Decent Work Goal, set by the Alliance for Sustainable Development – UN Global Compact Network (Portugal).

João Cerejeira, Assistant Professor at the University of Minho

Professor of Economics in the Department of Economics of the School of Economics and Management at UMinho, where he lectures in the areas of Applied Econometrics and Economy of Labour. Researcher at NIPE, collaborator at CIPES and affiliate of the Global Labour Organisation. Holds a PhD in Economic from the European University Institute (Florence). Studies social returns of education, the relationship between education and transitions in the labour market, and the impact assessment of public policies. He is currently visiting scientific expert of the Centre of Labour Relations at the Ministry of Labour and Social Solidarity.

Jorge Ladeira Figueiredo, Director of Human Capital at the *Nabeiro Group*

Graduate in Human Resources Management and Occupational Psychology; Postgraduate in Organisation and Assessment of Training; Doctoral candidate in Management. Director of Human Capital at the *Nabeiro Group*. " ... a passion for performance, is what stimulates and guides me

as a professional with over 30 years' experience in Human Resources. I am known as a quick-thinker, able to see beyond the obvious and to act effectively in an increasingly demanding global business. I consider myself a team player who likes to "get their hands dirty", able to work effectively in scenarios of uncertainty and change ..."

José Abraão, Head of the Federation of Trade Unions in Public Administration (FESAP)

José Joaquim Abraão did the Defence auditor course of the National Defence Institute. In the late 1970s he became head of the Union of Offices of *Vila Real*, the organisation in which he had his first contacts with the UGT trades union. He went into Public Administration in 1980 as a municipal technician at the Municipal Council of *Vila Real*. As a university student in Communication Sciences at the University of Trás-os-Montes and Alto Douro, he became a member of the Municipal Assembly of *Vila Real* in 1986. He joined SINTAP in 1982, later becoming UGT's national secretary, and was elected Vice Secretary General of SINTAP in 2003 at the VII Congress of this union held in Coimbra, and was re-elected to the same position in the following mandate. He was elected President of the Parish council of *Nossa Sra. da Conceição*, in the district of *Vila Real*, for the 2009/2013 mandate. In 2011, he joined the National Political Commission of the Socialist Party, to the Advisory Council of the Institute of Employment and Vocational Training and to the General Council of the Centre for Local Authority Studies. In November 2013 he was elected Secretary-general of SINTAP. In November 2016 he was elected Secretary-general of FESAP (Federation of Trade Unions in Public Administration and Organisations with Public Purposes).

Lucília Tiago, Journalist from *Dinheiro Vivo*

Lucília Tiago has a degree in social communication and has worked for several daily newspapers over a career of more than twenty years. Since 2011, she has been with *Dinheiro Vivo* following various areas of Civil Service and fiscal matters.

Manuel Carvalho da Silva, Coordinator of the Centre for Social Studies of UC, Lisbon Delegation

Manuel Carvalho da Silva was an electrician, union activist and secretary general of the CGTP - *Intersindical Nacional* from 1986 to 2012. He has a degree and a PhD in Sociology from ISCTE-IUL. He is a researcher at the Centre for Social Studies, University of Coimbra and co-ordinates its delegation in Lisbon and the Observatory for Crises and Alternatives. He was Visiting Professor at *Universidade Lusófona* from 2011 to 2016. He is Vice-President of the General Council of the University of Minho. Author of several books and numerous published articles, makes regular academic contributions as well as on social and political initiatives on topics such as work, employment, trade unionism, the Welfare State, development, Europe and globalisation. He has been a columnist for JN since 2011, and a commentator on RR since 2012.

Mário Centeno, Minister of Finance

Minister of Finance of the 21st Constitutional Government, since November 26, 2015 and elected as President of the Eurogroup on December 4, 2017. He holds a PhD in Economics from Harvard University, USA, a Masters in Economics from the same university, and a Masters in Applied Mathematics plus a Degree in Economics, both from ISEG-UTL Lisbon School of Economics & Management. He is Professor at the Lisbon School of Economics & Management of the University of Lisbon. He was a Member of the Portuguese Parliament and advisor to the Directors of the Bank of Portugal, Deputy Director of the Department of Economic Studies of the Bank of Portugal, Chairman of the Work Group for the Development of Macroeconomic Statistics, in the Higher Statistical Council, member of Economic Policy Committee of the European Commission and an Economist at the Bank of Portugal. He was a member of the White Paper Commission of Labour Relations, member of the Editorial Board of the *Portuguese Economic Journal* and member of the Executive Committee of the European Association of Labour Economists.

Miguel Cabrita, Secretary of State for Employment Secretary of State for Employment since 26 November 2015. He has a degree in Sociology, and has been a university professor at ISCTE-IUL since 2001. He has lectured subjects such as Public Policy, Social Policy and Contemporary Sociological Theory. He has always been tied to matters related with the labour market and social policy, and his current role as Secretary of State marks his return to the cabinet: between 2005 and 2009 he was Deputy Minister for Labour and Solidarity, under Vieira da Silva, after previously working in a similar capacity under the Secretary of State for Employment and Training, between 2000 and 2002, and then under the Minister for Labour and Solidarity, Paulo Pedroso. In 2006-2007 he was the coordinator for Employment and Social Affairs during the Portuguese presidency of the European Union. He has taken part in several research and assessment projects covering public policy, and has published public and social policy works focused on the analysis of issues related with the labour market, work-life balance, birth rates, gender equality and changes in the welfare state. Since 2013, he is the president of Odivelas Municipal Assembly Council.

Niall Leavy, Chief Psychologist and Head of Strategic Projects at the Public Appointments Service (Ireland)

With nearly 30 years public service and HR experience, and a record of achievement across four significant organisations in the UK (Ministry of Defence and Cabinet Office) and Ireland (Public Appointments Service and the Central Bank of Ireland), Niall has been at the forefront of introducing highly advanced and innovative approaches to the recruitment, assessment and development of people. With a grounding in organisational psychology, Niall has led on a range of significant Strategic HR, Organisational Development and the talent management related projects. Recent projects include transformation of Graduate Recruitment and Development in the Irish Civil Service and the introduction of Executive Coaching to the top levels in both the Central Bank and the Senior Public Service in Ireland.

Rui Gomes, Managing Director of ISS Facility Services

Has worked as an Auditor, Regional Manager and CFO in various countries (including Chile, Mexico, Uruguay, Brazil, Argentina, etc.), where he drew up financial reports, oversaw business development and gained some experience in the restructuring of procedures and the acquisition of companies and businesses. Enjoys the challenge of working in medium-sized multinational companies, focusing on the areas of finance and strategy while working directly with other departments. Has a great ability to get things done and great empathy and respect for individual qualities and weaknesses, and likes to emphasise teamwork.

Teresa Costa, Deputy Secretary-General of the Ministry of Internal Affairs

Graduate in Law. Participation in drawing up the organic laws of the Ministry of Internal Affairs and of the General Secretariat; Project Coordination - "SGMAI - SERVE - Design and Implementation of MAI Shared Services"; Participation in the Working Group for the structuring of Services in SIADAP, under MAI; Launching and Coordination of the Training Project - MAIS programme, under MAI; Launching and Coordination of topic-based Working Groups in MAI, at the level of organisational development (planning, assessment, quality and innovation); Promotion of, and participation in, the "Benchmarking Group of PA General Secretariats"; MAI Spokesperson for the Simplex programme; Trainer for the modules in Strategic Planning and Assessment in PA and for Innovation and Quality in the vocational training course, Further Training Course: Organisational Development in PA, SGMAI; Chief Lecturer and Lecturer for the Course Units on Quality and Innovation in PA and on Assessment and Planning of Programmes and Projects in PA, and for the Postgraduate course in Assessment and Organisational Development in PA, ISCTE-IUL; Cross-sectoral Coordination in implementing the organisational self-assessment tool - Common Assessment Framework (CAF) in MAI. Has been involved in several other projects and service delivery improvement and administrative modernization.



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