

# La Modernisation de la GRH dans les Administrations

*Leçons tirées de l'expérience récente des pays de l'OCDE et de l'UE*

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## **Abstract**

At the beginning of this century, public administrations in many OECD and EU Member States were deeply influenced by results-based management, mainly through the pressures exerted by new public management (NPM). The emphasis was put on the need to better taking into account citizens' expectations, by delivering relevant, quality, fair and easily accessible public services, as well as to implement more effective governmental actions. This orientation was combined with efforts to improve the economy, efficiency, non-discrimination and equity standards in the management of public sector institutions. The 2008-2009 financial crisis heightened these concerns. Meanwhile, the demand for public services escalated, good governance requirements gained momentum, and ICT developments offered opportunities to design more effective managerial tools and working methods. In reaction to this new context, requiring "to do more with less", more strategic-oriented policies, refined institutional designs and new managerial policies and methods were adopted in many countries. HRM was deeply affected by these changes. In recent years, significant efforts were carried out by the OECD and EU Member States to better monitor and improve their HRM policies and practices, which are now better known and understood. This essay highlights several initiatives taken by governments of OECD and EU countries to adapt their administrations and the management of their workforces to the new context.

## **Keywords**

Public Administration, Public Sector Workforces, Reform, OECD, EU

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<sup>1</sup> OCDE-SIGMA, Union Européenne, Banque Mondiale, Fonds Monétaire International, agences des Nations Unies, agences de la coopération bilatérale

# Reflexões sobre a adoção do “Modelo Genérico” de educação em administração: implicações para a formação, para a investigação e para a prática no campo da gestão pública<sup>1</sup>

**Armando Cunha, Fundação Getulio Vargas**

## **Abstract**

The concept of administration as a generic process, applicable equally to business and public sectors, has developed since the sixties and has strong appeal in the field of education in administration. What happened to public administration education in the Brazilian context and also in the particular case of an American university as a consequence of combining business and public administration into this same academic and organizational framework? On the basis of testimonies and interpretations of experienced professors and researchers, the findings were organized into external and internal factors of influence that presumably help understand what has been happening as a consequence of adopting the “generic model”, especially from the perspective of public administration education. It was possible to extract meaningful clues about the reasons that encourage combining business and public administration education, about the implications of existing private/public tensions concerning the education in administration, about the internal coherence of schools/programming in the field, about the nature of current public administration education, about critical factors influencing the management of schools/programs that have adopted the “generic model”, as well as about the threats and opportunities related to how public administration education fares in “generic schools/programs”.

## **Keywords**

Higher Education Research Institutions, Public Administration, Generic Model

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<sup>1</sup> O presente artigo foi redigido em português do Brasil.

# Fatores de motivação dos trabalhadores da Administração Pública Central em Portugal<sup>1</sup>

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## Abstract

Based on a review of the literature on motivation in the labour context, and more precisely on specificities of motivation in the fulfilment of public functions, and on the basis of 11295 answers gathered through the application of a survey by questionnaire, the present article analyses the motivation factors of employees in Central Government in Portugal. The study carried out highlights that variables such as schooling or the career are fundamental in the employees' perceptions on their motivation.

## Keywords

Motivation, Central Government, Portugal, Perceptions

## Introdução

Ultrapassada a visão clássica<sup>2</sup>, que considerava as organizações de trabalho como centros de aplicação de normas, regras e procedimentos, estudava as organizações como sistemas fechados e apresentava a racionalização dos processos como elemento suficiente para a eficácia e a eficiência do trabalho; as ciências do comportamento puderam, a partir dos anos 30 do século passado, começar a aduzir contributos úteis para o estudo das organizações e das pessoas que nelas laboram.

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<sup>1</sup> O presente artigo resultou de um estudo realizado em 2015 no Departamento de Investigação, Relações Internacionais e Comunicação (DIRIC) da Direção-Geral da Administração e do Emprego Público (DGAEP). O estudo encontra-se disponível em [www.dgaep.gov.pt](http://www.dgaep.gov.pt)

<sup>2</sup> Na visão clássica a Teoria Organizacional inclui tradicionalmente a *Organização Científica do Trabalho* de Taylor, a *Teoria da Burocracia* de Weber, assim como o Fayolismo.

# What civil service for democratic government and economic development?

**Francisco Cardona, Former OECD Senior Policy Analyst**

## **Abstract**

The crisis of public governance is also a crisis of the role and features of the civil service. However, this is necessary for economic development, the delivery of public services and ensuring the effective, democratic government of the economy and societal dynamics. This article reflects on the characteristic the civil service should have to be up to the political and technocratic challenges ahead and suggest a number of mainly qualitative indicators for guiding civil service reforms efforts. A mnemonic device is proposed, namely the quadruple A to define the features of that civil service: Accessible mainly on merit, Accountable, Attractive and Affordable.

## **Keywords**

Civil Service, Crisis, Democratic Government, Features

# El Estado visible en los procesos de planificación estratégica participativa: paso a paso, centímetro a centímetro para gestionar políticas públicas

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**Ivana González, Universidad de Buenos Aires**

## **Abstract**

The present paper proposes to show the relevance of the use of management technologies such as the participatory strategic planning in the new type of states in South America.

Our proposal is based on the development of three experiences in participatory strategic planning implemented in Argentina (Modernization Plan of House of Representatives of the Nation, the Agri-food and Agro-industrial Strategic Plan and the Insurance Strategic Plan), innovative strategic planning in the sector of our country because of its capacity to articulate different sectorial interests in complex contexts.

The methodological approach is based on two main components: a methodological logic based on 8 steps, and a participatory logic, developed throughout the work. We believe that the study of the present subject may provide empirical evidence to show the relevance of devices that can articulate institutional participatory processes for policy planning.

## **Keywords**

Strategic Planning, Participation, State, Public Administration

# Crise europeia e futuro do Estado de Bem-estar. Estado mínimo e Sociedade decente

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## Abstract

Starting from the crisis of Europe and of the welfare state, we question our uneasiness and the difficulties in fighting against the instrumentalization of the state apparatus by lobbies and interest groups that corrupt the *res-publica* (the public domain). Concerning the best way to deal with this regrettable crony capitalism researchers are divided in two groups: those that consider it necessary to increase the size and power of the state in order to constrain the organized groups that live at the expense of the unorganized (the taxpayers) and those that argue that the solution is to reduce the arbitrary and coercive power of the state. It is this neglected second route that we dare to explore regarding health, pensions and welfare services. A route that would require salvaging the meaning of public service, reinventing civil society and rehabilitating the principle of subsidiarity.

"A cegueira que cega cerrando os olhos, não é a maior cegueira; a que cega deixando os olhos abertos, essa é a mais cega de todas."

(Padre António Vieira)

## Keywords

State, Crisis, Rights, Duties, Crony Capitalism, Efficiency, Equality, Subsidiarity.