

## **Evolução e reconhecimento do direito à contratação coletiva no vínculo de emprego público**

**Sérgio Agraíno, Diretor do Departamento de Relações Coletivas de Trabalho da DGAEP**

**Luís Miguel Santos, Técnico Superior da DGAEP**

### **Abstract**

Since the regulation of working conditions for public employees was traditionally made unilaterally by law, collective bargaining, meaning conclusion of collective agreements with normative effectiveness, was not recognized to Public Administration workers for many years.

Even after the 1976 Constitution, which enshrines workers right to collective bargaining without excluding Public Administration employees, the recognition of the right to be covered by collective agreements for workers under public law contracts only came into being in 2009 by Laws Nos 12-A / 2008, of 27 February (LVCR) and 59/2008, of 11 September (RCTFP).

This article will make a brief tour of the beginnings of collective bargaining for workers in general, and a retrospective synthesis of the first decade of collective agreements for public sector employees under public law contracts.

**¿Es la CRESAP el modelo institucional de selección adecuado para profesionalizar la función directiva en España? Puede que sí, puede que no.**

**Enrique José Varela Álvarez, Profesor en la Universidad de Vigo, España**

### **Abstract**

Administrative reform processes are common in recent decades in OECD countries. In the case of Spain and Portugal, and for the context of the European Union, these processes have similar political and administrative

traditions, although different results depending on their respective “path dependencies”. In the specific field of human resource management, the strategy of "incremental innovation" of the Portuguese Central Administration has allowed the creation and consolidation of a professional recruitment and selection institution for its "dirigentes superiores" and "gestores públicos". In the Spanish Central Administration, the “stop and go” model, with endless and inconclusive modernizations, has not even allowed the design of a selection body for professional public managers. The objective of this work is to review the institutional creation process of CRESAP, in order to achieve some lessons that are useful for Spanish policy makers.

## **Indutores da efetividade da política de gestão de desempenho adaptados ao contexto do serviço federal brasileiro**

**Enrique J. Sánchez Elvira, pesquisador externo da Escola Nacional de Administração Pública (ENAP), Brasil.**

**Maria de Fátima Bruno-Faria, Professora do Programa em Políticas Públicas, Estratégias e Desenvolvimento na Universidade Federal do Rio de Janeiro (UFRJ), Brasil.**

### **Abstract**

Literature stresses the importance of distal factors as determinants of the effectiveness of performance management processes. Good practices in civil service performance management were identified –within 17 public organizations at 11 countries and one international organism– in order to present inducers that could improve the effectiveness of the present Brazilian federal policy. The research method was mixed, with documentary analysis, surveys, and interviews as data collection techniques. The study resulted in eight innovative inducers in relation to traditional policies. They are grounded on their compatibility with the federal service context and suggest a change of focus towards management; teams and regular performance feedback; flexible and participative designs with periodic revisions; support for leaders; and citizens’ evaluations.

## **Sistemas de Apoio à Reflexão Estratégica e à Decisão Política: que papel para a Administração Pública? Contributos para um debate necessário.**

**Paulo Areosa Feio, Conselheiro técnico na Delegação de Portugal junto da OCDE**

### **Abstract**

Governments and other decision-making bodies operate in a context of limited apprehension of increasingly complex realities. The quality of policy-making and of the political debate depends on the robustness of the knowledge infrastructure in place. Inspired by international literature, this article seeks to present new elements of analysis of the policy advisory system in Portugal. We argue that the recent reforms of Public Administration have underestimated this function, and that weakening of the public bodies directly associated with policy-making is just one of the trends that affect the entire policy advisory system, which is characterized by fragmentation and unattachment. The article argues that a consistent response to the crisis requires a strategic reflection on the role of this system in Portugal and the allocation of resources to its consolidation.

## **A Administração Pública Portuguesa Presente e Futuro: contributos para a reflexão sobre a situação atual, sobre a gestão pública e sobre os caminhos futuros**

**Eugénio Rosa, Membro do Conselho Diretivo da ADSE**

### **Abstract**

This article analyses the “shock therapy” that Governmental Public Administration workers were submitted to from 2011 to 2015, the overall effects on its effective functioning and the capacity to maintain fundamental government services running smoothly during crises such as the one we are

Zoltan Vadkerti

experiencing at present. Results obtained after 2015, to maintain and reverse the situation, shows that this has still not been fully achieved.

It concludes with an analysis of key points (weaknesses) of current practices employed by the Public Administration sector and offers “solutions” that are fundamental for better reflection and debate for a modern, efficient and capable Public Administration.

This article is based on the long professional experience of the author outside Public Administration and as the current director of a Public Institute, a position for which he was appointed by election of the beneficiary representatives.

## **Will teleworking become the new normal in European central government administrations after the COVID-19 pandemic?**

**Zoltan Vadkerti, WorkLife HUB researcher**

### **Abstract**

Researchers suggest that the way we work has changed forever. This article looks into teleworking in central government administrations during the COVID-19 pandemic. It will provide a short review of the most significant challenges administrations faced in making teleworking available to a large number of civil servants. The article also tries to demonstrate the ways through which teleworking arrangements can become the ‘new normal’. It also discusses the future of teleworking in central government administrations.

## Recensão crítica do livro de Edoardo Ongaro, *Philosophy and Public Administration: An Introduction*

**Tiago Santos, DGAEP**

“As ideias dos economistas e dos filósofos políticos, tanto quando estão certas como quando estão erradas, são mais poderosas do que geralmente se entende. Na verdade, o mundo é governado por pouco mais. Homens práticos, que se creem isentos de quaisquer influências intelectuais, são geralmente escravos de algum economista já falecido. Loucos em posições de autoridade, que ouvem vozes no ar, estão a destilar o seu frenesi de algum escriba académico de há alguns anos atrás”.

John Maynard Keynes, *A Teoria Geral do Emprego, do Juro e da Moeda*.