NATIONAL CIVIL SERVICE AGENCY

“A NEW CULTURE FOR PUBLIC ADMINISTRATION”

Rossana Pérez Fuentes
National Director
CHILEAN CONTEXT
Type of Government: Representative Democracy, Presidential System
Capital: Santiago
Independence: September 18, 1810
National Holiday: September 18, Independence Day
Population: 15.1 million
Female population: 50.7%
Male population: 49.3%
Urban population: 90.2%
Workforce: 6.8 million
Literacy: 95.7%
Life expectancy: 77.5 years
Demographic Profile
Chile is divided into fifteen Regions, (from north to south) and Greater Santiago. The latter –comprising the capital city and its surrounding area – is home to 40.1% of the total population.

A National Census, carried out in 2002 by the National Statistics Bureau (INE), revealed Demographic trends similar to those seen in industrialized countries, including the aging of the population. In the decade to 2002, the number of over-60’s expanded at an annual rate of 2.7%, more than doubling the overall growth of the population.
POLITICAL STABILITY

Since democracy was restored in 1990, Chile has enjoyed a period of political stability, governed by a coalition of centre-left parties called “Concertación de Partidos por la Democracia”.

In January 2006, Michelle Bachelet was elected as President, replacing President Ricardo Lagos in March 2006. She heads the fourth Concertación administration and she is our first woman president in our history.

Under a reform of Chile’s political Constitution, approved by Congress in mid-2005, the President’s term of office was reduced to four years, down from six years. One of the main reasons for this change was to allow presidential and parliamentary elections to be held simultaneously in future.
POLITICAL SYSTEM

Legislative Branch

Legislature is represented by the National Congress, composed of the Chamber of Deputies and the Senate, with co-legislative and oversight powers. Currently, 120 Deputies are elected in 60 districts and 38 Senators. In each district and region, the parties and alliances of parties present slates with two candidates. The two with the highest individual pluralities are elected.

Executive Branch

Chile has a presidential system of government. The executive authority is vested in the President, who acts as Head of State and Government. He or she symbolizes and represents the permanent interests of the country.

Judicial Branch

Judiciary administers justice independently from the other branches of government. The highest Court is the Supreme Court, made up of 21 members, one of whom is elected president by his peers every three years. In addition, there are appellate, civil and military courts.
CIVIL PERSONNEL OF THE CENTRAL GOVERNMENT

Central Administration

- 22 Ministries (with gender equality)
- 26 Under secretaries
- 186 Public Services
- 99 of which are within the Senior Executive System.

Central Administration Functionaries

- 151,922 (56.4% women and 43.5% men)
- 2.4% of the Work Force (2005)
PERCEPTION OF CORRUPTION


The best performance in the region.

The World Index on Perception of Corruption, based on multiple expert opinion surveys, polls the perceptions of corruption in the public sector in 163 countries around the world. It scores countries according to a scale from zero to ten, with zero indicating the highest levels of perceived corruption and ten indicating the lowest levels.
STATE REFORM IN CHILE

First Generation Reforms

The 70’s

The 80’s

The 90’s

Second Generation Reforms

Aylwin

Frei

Lagos

Improvements in the quality of public institutions as a base for sustainable development
PERIOD 2000-2005

- Third Government of the Concertación: Ricardo Lagos

  - Installed the Project for State Reform and Modernisation (PRYME)

  CRISIS

Polítical-Legislative Accords of 30 January 2003 about:

- State Modernisation (including modernisation in human resource administration)
- Transparency and Propriety
- Promotion of Economic Growth
PIVOTAL BASES OF THE REFORM REGARDING HUMAN RESOURCE MANAGEMENT

- **National Civil Service Agency**: New institution to implement a new personnel policy in the Public Services.

- **Senior Executive Service System**: System of public management that effects an innovative, efficient and effective administration in the use of resources with a focus on people.

- **Modernising and Professionalizing the Career Functionary**: Enhancement of systems and mechanisms for entry, promotion and release of State workers.

- **Remuneration Policy**: Incorporation of fixed pay as a variable associated with institutional and collective performance.
SENIOR EXECUTIVE SYSTEM (SES)
INSTITUTIONALISATION OF PUBLIC DIRECTION

POLITICIANS

FUNCTIONARIES & PROFESSIONALS

PROFESSIONAL PUBLIC DIRECTION

(DSource: Francisco Longo, 2007)
PROFESSIONAL PUBLIC DIRECTIVES: WHAT FOR?

To permit the Executive to effectively control a complex administration

To introduce public systems and their organisations to the values of economic rationality

To orient public services and their personnel toward the achievement of results

To free Executive time and energy for strategic direction and political activity

(Source: Francisco Longo, 2007)
ON THE SUBJECT OF PROFESSIONALISATION IN PUBLIC ADMINISTRATION

Professionalisation of the public functionary

Hierarchy Level I
Hierarchy Level II
Hierarchy Level III
Internal Promotion
Entry to the plant

SES
Career functionary
SENIOR EXECUTIVE SYSTEM

Search, recruitment, selection and development of suitable and competent professionals to lead the public services of the country, by means of an open, transparent and widely broadcast process.

THE FOUR COMPONENTS OF THE SENIOR EXECUTIVE SYSTEM ARE:

1. RECRUITMENT AND SELECTION:

   Eligibility of 1st y 2nd level in the hierarchy of the State.

2. TRAINING FOR SENIOR EXECUTIVES:

   a) Structure a formal curriculum of preparation in public management (accreditation of universities and programs)

   b) Design an extension program

   c) Establish activities after the appointment (coaching, mentoring, etc.)
3. PERFORMANCE EVALUATION FOR SENIOR EXECUTIVE:

   a) Advise in the setting of sector and managerial goals and indicators, preserving coherence within an integral evaluation model.

   b) Design a unique and integral measurement mechanism: Performance Agreement.

4. DEVELOPMENT OF SENIOR EXECUTIVE:

   a) Establish Service profiles of transverse competencies:

      - Technical
      - Strategic
      - Managerial
      - Emotional and interpersonal
      - Command of the social/political environment
      - Communication skills

   b) Establish a Learning community
SCOPE OF APPLICATION SES

Law Nº 19.882 identifies incorporated services and those excluded from the Senior Executive System.

Senior Executive Officers are:

- **First Level Hierarchy**: Top Chiefs of Services.

- **Second Level Hierarchy**: Service Subdirectors, Regional Directors, positions directly dependent on a Top Chief or positions of leadership in operational units directly dependent on the superior hierarchy.

The positions excluded from SES are: Ministers, Subsecretaries, Prefects, Regional Representatives of Ministries, Governors, Ambassadors and officials in active service to the Armed Forces, Police or Detectives.
Senior Executive Officers are of exclusive trust with the competent authority and may act in that capacities for 3 years, renewable for up to two subsequent periods.

As part of the remunerations for Senior Executive Officers, Law 19.882 establishes an especial allocation which is a percentage of the Senior Executive Service Salary, which is proposed from each Ministry to the Minister of Public Finance.

Receive an indemnization (equal to one month’s pay per year of service, with a maximum of six years).

Sign a Performance Agreement.

Subject to the Exclusive Dedication clause.
COUNCIL ON THE SENIOR EXECUTIVE SYSTEM

President of Chile

Proposes eligible Candidates

Designates the new Senior Executive

Rosanna Costa (6 years)

Rafael Blanco (6 years)

Rossana Pérez
President of Council

Mario Waissbluth (6 years)

Maria Luisa Brahm (6 years)
MAIN FUNCTIONS OF THE COUNCIL

- Conduct and **regulate** the selection processes
- **Provide counsel** in the decision-making of the President of the Republic, ministers and service chiefs in filling positions of Senior Executive Officers of exclusive trust.
- **Check for non-discrimination, impartiality and open integrity** of the selection processes within the Senior Executive Service System as well as guarantee confidentiality in the processes.
RECRUITMENT AND SELECTION PROCESS

STAGES

OPENING OF PROCESS

1.- Request to fill position
2.- Approval of selection profile and a position description
3.- Request and Approval of Senior Executive allocation

PUBLIC CALL

1.- Public call to participate (mass media, web page official newspaper)
2.- Awarding of search and/or selection services

APPLICATION

1.- Application on-line
2.- Receipt of antecedents and technical analysis

SELECTION

1.- Pre-selection of candidates
2.- Consultant realizes psycho-labour and managerial evaluations
3.- Receipt of nomination of suitable, pre-selected candidates

CLOSING OF PROCESS

1.- Interviews with pre-selected candidates
2.- Determination of final nominations (short list)
3.- Dispatch the nomination of eligible candidates to corresponding authority

APPREXIMATE TERMS (working days)

15
5
10
20
5
55
## ADVANCES IN THE IMPLEMENTATION OF THE SENIOR EXECUTIVE SYSTEM

<table>
<thead>
<tr>
<th>HIERARCHICAL LEVEL</th>
<th>POSITIONS INCORPORATED</th>
<th>POSITIONS WITH NOMINATION VIA SADP</th>
<th>POSITIONS IN PROCESS OF APPLICATION</th>
<th>POSITIONS TO OPEN FOR APPLICATION</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>LEVEL I</strong></td>
<td>98 (100%)</td>
<td>42 (43%)</td>
<td>17 (17%)</td>
<td>39 (40%)</td>
</tr>
<tr>
<td><strong>LEVEL II</strong></td>
<td>651 (100%)</td>
<td>136 (21%)</td>
<td>129 (20%)</td>
<td>386 (59%)</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>749 (100%)</td>
<td>178 (24%)</td>
<td>146 (19%)</td>
<td>425 (57%)</td>
</tr>
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</table>

Source: Dirección Nacional del Servicio Civil, julio 2007
% OF SENIOR PUBLIC DIRECTORS
APPOINTED, ACCORDING TO GENDER

<table>
<thead>
<tr>
<th>Level</th>
<th>Men</th>
<th>Women</th>
</tr>
</thead>
<tbody>
<tr>
<td>I nivel</td>
<td>74%</td>
<td>26%</td>
</tr>
<tr>
<td>II nivel</td>
<td>68%</td>
<td>32%</td>
</tr>
<tr>
<td>Total</td>
<td>69%</td>
<td>31%</td>
</tr>
</tbody>
</table>

Source: Dirección Nacional del Servicio Civil, julio 2007
% OF SENIOR PUBLIC DIRECTORS APPOINTED, ACCORDING TO SECTOR FROM WHICH THEY COME.

Source: Dirección Nacional del Servicio Civil, julio 2007
% of Senior Public Directors appointed, who had been occupants of the same post.

Source: Dirección Nacional del Servicio Civil, julio 2007.
Thank you very much!

Rossana Pérez Fuentes

rperez@serviciocivil.gob.cl
www.serviciocivil.cl
COMPETENCIES

1. **Strategic Vision**: Understanding the essential Mission and Vision of the post regarding the public policies of the institution and the service needs of the citizenry.

2. **Management Capacity**: Demonstrating Strategic Competencies associated with the direction of complex organizations and/or large-scale projects.

3. **Emotional Abilities**: Exhibiting personal preparation for teamwork, good judgment, self-motivation and institutional leadership.

4. **Development of Relationships with Others**: Knowing how to handle the socio-political environment and to construct networks and alliances.

5. **Technical Knowledge**: Possessing post-graduate formation in administration, with administrative skills and disciplines attuned to the field of action in the Institution.

6. **Communicational Skills**: Dealing with public relations as well as group and interpersonal communications.
SISTEMA DE POSTULACIÓN EN LÍNEA

Postulación: Ministerio de Salud: Director(a) Hospital Base Valdivia

Estudios de Pregrado:
- Los datos marcados con * son obligatorios

Usted no ha ingresado estudios de pregrado

Estudios de Pregrado: Estudios que requieren ser egresado de enseñanza media, conducentes a un primer título técnico de nivel superior o título profesional.

- País *
- Validado en Ministerio de Relaciones Exteriores *
- Título *
- Universidad / Institución *
- Fecha de Titulación *
- Nº de Semestres de la Carrera *

(Sólo para estudios realizados fuera del País)

(Postulante: por favor ingrese la fecha de titulación oficial, según lo especificado en su diploma de título. Esta información será validada por la DNYC)

Grabar  Continuar
CONSEJO DE ALTA DIRECCIÓN PÚBLICA
DIRECCIÓN NACIONAL DEL SERVICIO CIVIL
Invita a todos(as) los(as) interesados(as) en postular al cargo

DIRECTOR (A) NACIONAL
OFICINA NACIONAL DE EMERGENCIA
(ONEMI)
MINISTERIO DEL INTERIOR

MISIÓN DEL CARGO: Dirigir a la institución, dentro de las disposiciones y competencias que la ley le asigna, a fin de asesorar, guiar, coordinar y evaluar el ejercicio eficiente de la gestión permanente del Estado de Chile en la planificación y coordinación de los recursos públicos y privados, destinados a la prevención y atención de emergencias y desastres de origen natural o humano.

SE OFRECE: Cargo Directivo, renta mensual líquida promedio aproximada de $ 2.676.000, incluyendo una Asignación de Alta Dirección Pública.

Los(as) interesados(as) en postular deberán seguir las indicaciones que aparecen en la página Web del Servicio Civil www.serviciocivil.cl, y enviar su postulación a través del Sistema de Postulación en Línea hasta el día Miércoles 31 de Mayo de 2006, hasta las 17:00 horas.