

People management in the government is still “rudimentary”

People governance may be deemed the set of guidelines, organizational structures and control processes and devices aimed at ensuring that the decisions and actions related to people management are aligned with the organization’s needs, contributing to maximize the value of human capital that, in the final analysis, determines the capacity to render services to society.

For analyzing the situation of people management in the government, the Federal Court of Accounts (TCU) conducted an assessment, from 09/2012 to 09/2013. The conclusion is that such situation in the Federal Government is inadequate.

Among the 305 organizations analyzed, only 7.6% are in an improved stage of capacity in people governance. In most part of the federal government, there seems to be a shortfall concerning the professionalization of people management. In most cases, the typical activities of the personnel department seem to be well managed, but the strategic people management is rudimentary.

Some of the critical aspects pointed out are that 54% of the units analyzed fail to set forth individual or group performance goals, 65% fail to assess the



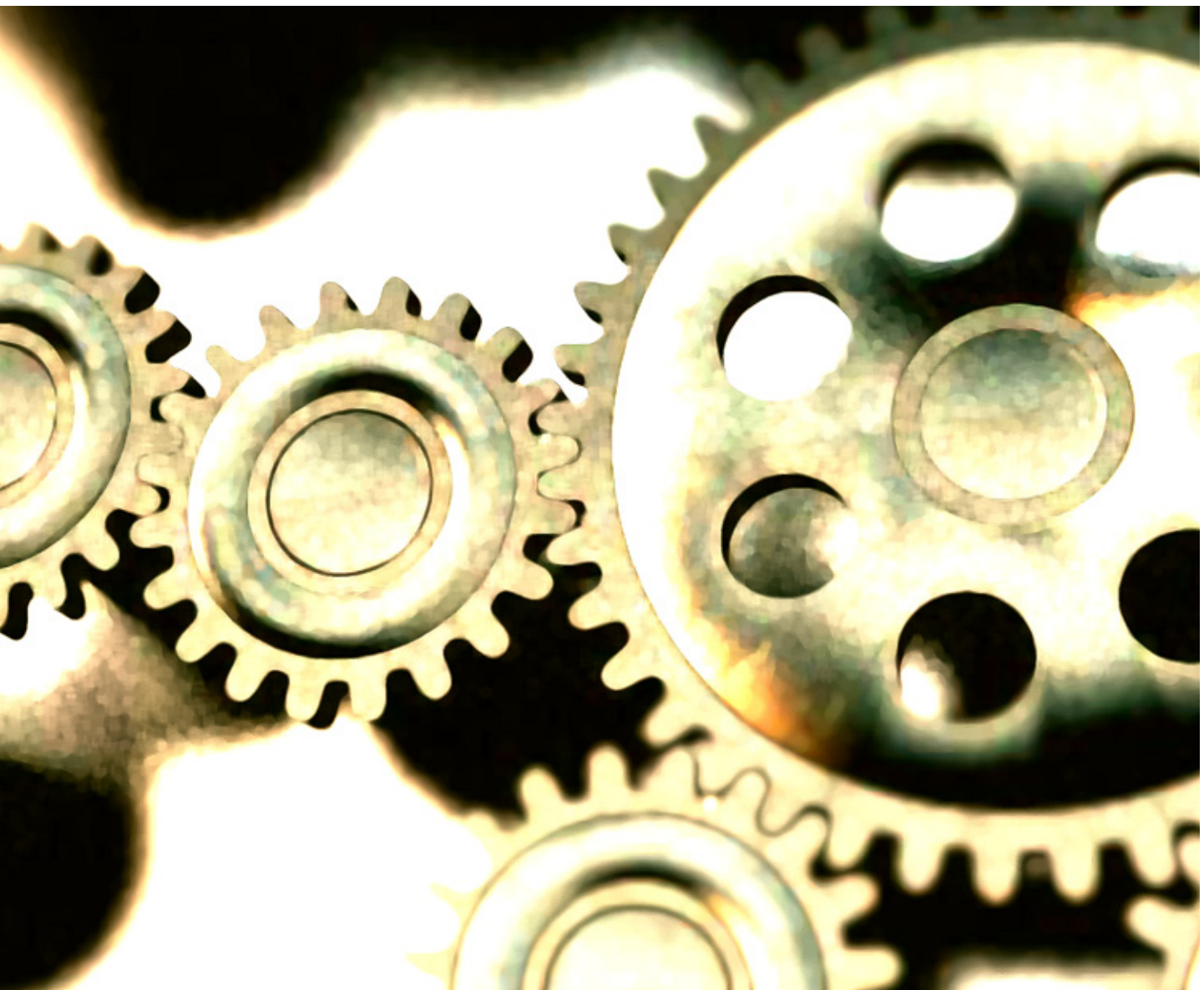
performance of top management members or of other managers and 46% even fail to assess the performance of the servants.

As positive practices, 75% of the organizations adopt the code of ethics, 54% monitor the compliance with guidelines and 58% conduct audit in payroll.

In relation to talent management, 75% of them are in an initial stage. According to the report, “the information shows that the capacity of APF to attract,

select and preserve professionals with adequate skills is very low”. The same percentage was found in relation to the failure to appreciate skills in selecting managers.

The substitute minister Marcos Bemquerer Costa was the judge-rapporteur of the process in TCU and pointed out that a good people management is important for the entities and government agencies to render good services to society. Bemquerer made the following comment: “Furthermore, we have



several other types of focus, for example, how people are hired, trained and assigned. It is the situation of putting the right people in the right places. If the coach of the Brazilian soccer team put Neymar to play in the goal area, it would show his failure to manage a great talent”.

In order to solve the problems, some of the main suggestions from the Court of Accounts were that the agencies should guide their subordinate units in formally

setting forth purposes, indicators and goals in people management and that they should start considering skills while selecting managers. To systematically conduct internal audits in the governing agencies and to adopt actions for ensuring the offer of qualification in strategic planning are also important suggestions. At last, the Federal Budget Department received instructions for defining criteria for allocation of public funds for investment

in personnel, according to the capacity of the organizations to convert such funds into the intended benefits.

The Federal Court of Accounts (TCU) determined to strategic agencies of the Federal Government, such as the National Council of Justice (CNJ) and the National Council of the Prosecution Office (CNMP), the forwarding of a plan of action for curing inadequacies concerning people management.