

The civil service agency or equivalent institution in charge of regulating how human resources are managed within the central government plays a crucial role in shaping HRM practices across the public sector. Public managers and HR units within line ministries or agencies matter as well, as they are in charge of the actual implementation of these practices.

The organisation of the HRM function measures the institutional capacity of the central civil service agency and the HRM units at the line ministries, as well as the degree to which managers effectively carry out their role as human talent managers. To do so, it assesses two factors: the degree to which public sector managers exercise their responsibilities as people managers; and the degree to which the civil service agency and HR units are seen as institutions that add value to the achievement of the institutional goals.

The average regional score rose from 33 to 43 points out of 100 between 2004 and 2012/15. The majority of the countries improved their performance in the last decade, and it is one of the strongest areas of public sector HRM in Latin America.

Some countries with high scores – such as Peru, Chile, Costa Rica and the Dominican Republic tend to have a stronger civil service agency at the central level, with legitimacy and prestige. They have more political influence to position the HRM agenda at a higher level, they have relatively more funding to have adequate staffing considering their institutional mandate, and they have the capacity to define a strategic framework and design and implement HRM policies across the administration. They are also more effective at exercising a coordination role with the HR units, developing arrangements for communication, receiving consultations and monitoring sector performance (although there is much room for improvement).

Systems with better performance also tend to have a more capable and professional line management across the administration, although this is not common. While strengthening the civil service agency has been a priority in the region in the last decade, having a more professional senior management has been inconsistent. Only Chile, Peru and, to some extent, Ecuador and Colombia have carried out effective policies to strengthen management, albeit to varying degrees and with different emphases. There is

limited commitment to people management-related tasks by public sector managers. In this context, all HR units at line ministries, in general, tend to be weak, both politically and technically.

Methodology and definitions

In 2003, the governments in the region signed the ICPS, which defines the basis of a professional and efficient civil service and provides a generic framework of guiding principles, policies, and management mechanisms needed to build it. After defining this common framework, the countries – with the support of the IDB – established a baseline to measure the extent to which their own civil service systems were aligned with these principles and practices, using a methodology with critical points linked to the civil service subsystems of the ICPS. Data for a second measurement were collected through individual country diagnostics between 2012 and 2015. Further details about the construction of the composite indicators can be found in Annex A.

Further reading

Iacoviello, M. and L. Strazza (2014), “Diagnostic of the Civil Service in Latin America”, in J.C. Cortázar, M. Lafuente and M. Sanginés (eds), *Serving Citizens: A Decade of Civil Service Reforms in Latin America (2004-13)*, Inter-American Development Bank, Washington, DC
<http://publications.iadb.org/handle/11319/6636>.

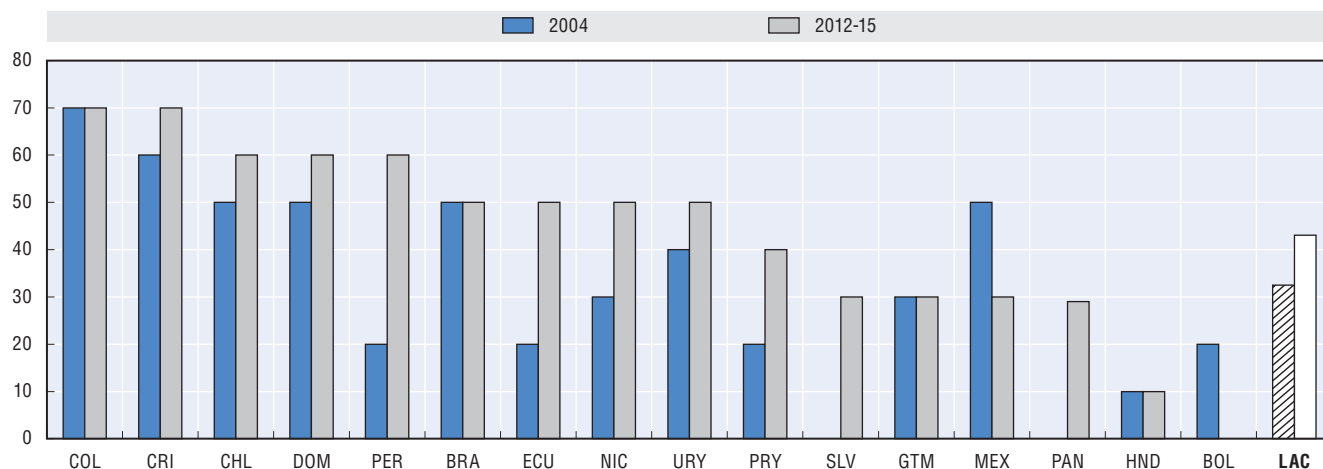
IDB (2017), Civil Service web pages, including the methodology and all country diagnostic reports,
<http://descubre.iadb.org/civil-service> and
<https://mydata.iadb.org/Reform-Modernization-of-the-State/Civil-Service-Development-Index/ddw5-db4y/about>.

Figure notes

6.9 and 6.10: Timing of the second assessment per country was the following: Ecuador and Peru (2015); Bolivia, Brazil, Chile, Colombia, Paraguay and Uruguay (2013); Costa Rica, Dominican Republic, El Salvador, Guatemala, Honduras, Nicaragua and Panama (2012).

6.9. Organization of the HRM function (2004, 2012-15)

Scale 0 to 100, with 100 being the best possible score



Source: Inter-American Development Bank (IDB) (2014).

StatLink <http://dx.doi.org/10.1787/888933431345>

6.10. Institutional Capacity of Civil Service Agency: Scores per factor over 2012-15

Scale 0 to 5, with 5 being the best practice

	Degree to which public sector managers exercise their responsibilities as people managers	Degree to which the civil service agency and HR units are seen as institutions that add value to the achievement of the institutional goals
Bolivia	0	0
Brazil	3	2
Chile	3	3
Colombia	3	4
Costa Rica	3	4
Dominican Rep	2	4
Ecuador	1	3
El Salvador	1	2
Guatemala	1	2
Honduras	0	1
Mexico	2	1
Nicaragua	2	3
Panama	1	2
Paraguay	2	2
Peru	2	4
Uruguay	2	3

Key:

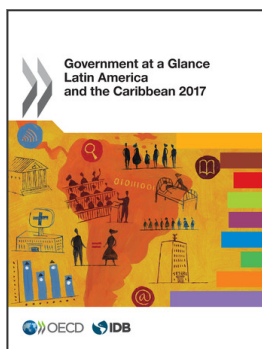
0-1 Low

2-3 Medium

4-5 High

Source: Inter-American Development Bank (IDB) (2014).

StatLink <http://dx.doi.org/10.1787/888933431763>



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