



<a href="#">Background...</a>	<a href="#">Restructuring...</a>	<a href="#">Senior Management...</a>	<a href="#">Challenges...</a>
<a href="#">Legal Framework...</a>	<a href="#">Organisation of HR...</a>	<a href="#">Industrial Relations...</a>	
<a href="#">Composition...</a>	<a href="#">HR Management...</a>	<a href="#">Reforms...</a>	

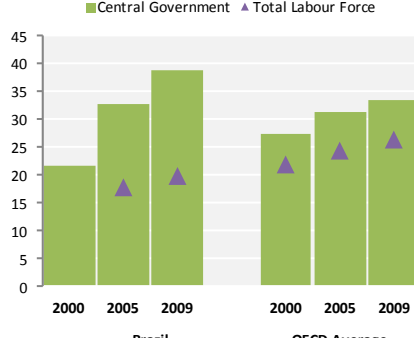
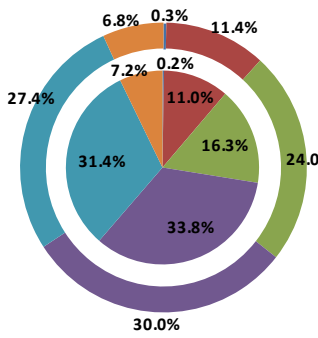
## Background

<p><b>Employment in central government under the main General Employment Framework (GEF):<sup>1</sup></b></p> <p>2012: 570 000 employees</p> <p><b>Total employment in the general government sector as a percentage of labour force (2010):<sup>†</sup></b></p> <p>10.3%</p>	<p><b>Central human resources management body:</b></p> <p>Human Resources Secretariat</p> <p><b>Government production costs (2010)<sup>††</sup></b></p> <p>Data unavailable</p>	<p><b>Government centralisation (2008)<sup>††</sup></b></p>  <p><b>Type of recruitment system (2010)</b></p> 
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## Legal Framework

<p><b>GEF covers all employees:</b> Multiple GEFs</p> <p><b>GEF includes fixed-term contracts:</b> No</p> <p><b>Private law applicable in public sector:</b> No</p>	<p>Permanent staff in the Brazilian public service are employed under the Single Legal Regime, established by Federal Law 8112, and the Consolidation of Labour Laws. Casual employment is used; however, it is not included in the principal</p>	<p>GEF, rather fixed-term contracts are governed by Law 8745/93. Public employees have the right to unionise and strike. Data are unavailable regarding guarantees in favour of life-long employment.</p>																														
<p><b>Staff have the right:</b></p> <table border="1"> <tr> <td></td> <td>to unionise</td> <td>to strike</td> </tr> <tr> <td>Public sector</td> <td>Yes</td> <td>Yes</td> </tr> <tr> <td>Private sector</td> <td>Yes</td> <td>Yes</td> </tr> </table>		to unionise	to strike	Public sector	Yes	Yes	Private sector	Yes	Yes	<p><b>Benefits, to which employees are entitled to, are:</b></p> <table border="1"> <tr> <td></td> <td>Full funding of social security</td> <td>Partial funding of social security</td> <td>Some funding of pensions</td> </tr> <tr> <td>Public sector</td> <td>Yes</td> <td>No</td> <td>No Data</td> </tr> <tr> <td>Private sector</td> <td>No</td> <td>Yes</td> <td>No Data</td> </tr> </table>		Full funding of social security	Partial funding of social security	Some funding of pensions	Public sector	Yes	No	No Data	Private sector	No	Yes	No Data	<p><b>Firing rules provide:</b></p> <table border="1"> <tr> <td></td> <td>Different guarantees about job protection / dismissal</td> <td>Guarantees in favour of life-long employment</td> </tr> <tr> <td>Public sector</td> <td>Yes</td> <td>No Data</td> </tr> <tr> <td>Private sector</td> <td>No Data</td> <td>No</td> </tr> </table>		Different guarantees about job protection / dismissal	Guarantees in favour of life-long employment	Public sector	Yes	No Data	Private sector	No Data	No
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## Composition of Employment

<p><b>Central government employment (2012)<sup>1</sup></b></p> <p><b>Total employment under GEF:</b> 570 000 employees</p> <p><b>Part-time employment:</b> No Data</p> <p><b>Gender in central government (2009)<sup>1</sup></b></p> <p><b>Female participation in central government workforce:</b> No Data</p> <p><b>Share of top and middle positions who are women:</b> No Data</p> <p><sup>1</sup> Data are for core ministries and agencies of central/federal governments</p>	<p><b>Percentage of employees aged 50 years or older in central government and total labour force (2000, 2005 and 2009)*</b></p> 	<p><b>Age structure of central government</b></p> 
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Data are unavailable regarding part-time employment in the public service in Brazil. The age structure of public employment is skewed towards older employees. The proportion of employees aged over 50, 38.6% in 2008, is above the OECD average for those aged 50 or older of 34.3%. In addition, there is a particularly low representation of employees in their thirties, only 16.3% in 2008 compared to the OECD average of 24.0%. Data are unavailable regarding the representation of women in the public service.

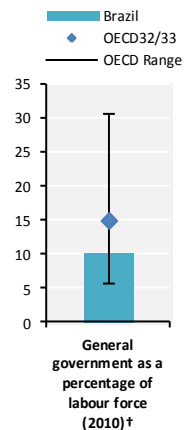
## Public Sector Restructuring

Brazil, along with five OECD member countries, reported no anticipated change in public employment levels as a result of planned reforms. Data are unavailable regarding current public sector restructuring measures in Brazil. General government sector employment (excluding public corporations) as a percentage of the labour force, 10.3% in 2010, is substantially lower than the OECD average of 15.1%. Data are unavailable regarding overall public sector compensation levels.

**Anticipated reforms' effect on employment level:** No change

**Implemented changes in employment levels affecting more than 50% of ministries/agencies since 2000:**

- Change in retirement age
- Devolution of authority over other levels of government
- Contracting out
- Delegation to other public or semi-public organisations
- Reorganisation / restructuring



## Organisation of HR Management

### Decentralisation of HR Management

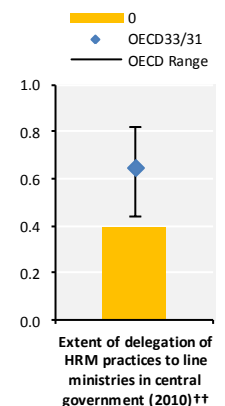
<b>Central HRM unit:</b>	Human Resources Secretariat
<b>Role:</b>	Responsible for defining HR policy
<b>Location:</b>	Ministry of Planning, Budgeting and Management
<b>Responsibilities:</b>	<ul style="list-style-type: none"> <li>• Manage HRM at central/national level</li> <li>• Provide leadership and guidance</li> <li>• Coordinate and supervise HR policy/strategy</li> <li>• Provide advice on legal framework</li> <li>• Design the pay system</li> <li>• Define and control the payroll</li> <li>• Define salary levels and benefits</li> <li>• Manage retirement and pension plans</li> </ul>
<b>Personnel, budget and pay delegation:</b>	<ul style="list-style-type: none"> <li>• The central HRM body sets and monitors pay systems, budget allocation, bonuses and the distribution of posts.</li> </ul>
<b>Classification, recruitment and dismissal delegation:</b>	<ul style="list-style-type: none"> <li>• The central HRM body sets and monitors the post classification system, as well as managing recruitment and dismissal due to misconduct.</li> </ul>
<b>Employment conditions delegation:</b>	<ul style="list-style-type: none"> <li>• The central HRM body manages working conditions, performance appraisal, the code of conduct and equal opportunity issues.</li> </ul>

The Brazilian federal government has a centralised system in which the Ministry of Planning, Budgeting and Management has responsibility for the co-ordination and management of planning, federal budgeting, civil personnel, administrative modernization and the ICT systems of the federal public administration. Compared to OECD countries, delegation of HRM authority to line ministries and agencies is rather limited. The Ministry of Planning decides on staffing levels, the type of staff employed, compensation levels, position classification, recruitment and dismissals, and conditions of employment. It is also closely involved in implementation.

### Strategic HR Management

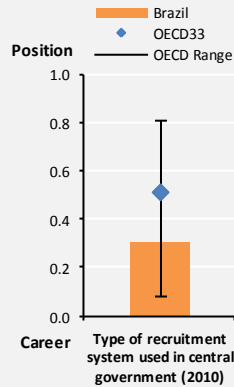
<b>Existence of HRM accountability framework for managers:</b>	No General Accountability Framework exists.
<b>HRM targets feed performance assessments:</b>	No data
<b>Regular HRM assessment of ministries and departments:</b>	No data
<b>Framework requires top &amp; middle management to plan and report on:</b>	No data
<b>Forward planning use:</b>	Recently introduced.

All employment conditions are regulated by law and departments only apply the defined rules. Despite the highly centralised nature of HR management, significant differences prevail between employment contracts across ministries. Brazil has started to establish forward-looking and performance-based budget processes and institutions. A several-year plan sets out the priorities, goals and programmes over a four-year period. Strategic workforce planning is not fully developed but actions have been taken to implement a permanent system of workforce planning to provide ample, strategically-oriented parameters for decision-making.



## HR Management Practice

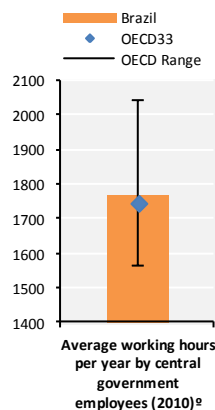
**RECRUITMENT:** In Brazil, recruitment arrangements reflect very diverse post or employee categories. Most are linked to a specific organisation, while others are transversal and give access to posts in a range of organisations. Some are fairly broad and provide opportunities for functional careers, while others are intended for specific functions and only provide for salary progression. Selection for public employment is normally made through formal competitions for each category, which are open to all persons who fulfil the basic requirements for employment in the category in question. Only some posts are open to internal and external application and there is no application system as a general rule. Many politically appointed positions have been transformed into posts that only recruit from within the public service. There are no diversity policies in place to promote recruitment of under-represented groups.



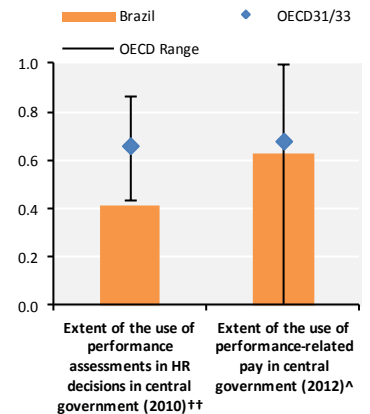
**PAY SETTING:** Base salary is set in a single, comprehensive agreement through a centralised collective bargaining framework for the whole of central government. Brazil has two alternative remuneration systems: i) A variable compensation system consisting of a base salary, a possible performance-based award and, in some cases, a supplement for an academic degree. It is used in most categories and includes an individual performance bonus and a bonus related to institutional performance. ii) A total remuneration system without variable components but with three or four different pay levels. It is used for management categories, the judiciary, certain police officers, diplomats and auditors. Seniority based pay is in use, although the increments have been reduced in recent years.

**WORK CONDITIONS:** The average yearly working hours in Brazil, 1 766 hours in 2010, is quite close to the OECD average of 1 745 hours. Longer weekly working hours are mostly offset by more annual leave. Data are unavailable regarding absenteeism.

Number of regular working hours per week: <sup>9</sup>	40
Average number of annual leave days per year: <sup>9</sup>	30
Average number of bank (public) holidays per year: <sup>9</sup>	10
Total number of hours worked per year: <sup>9</sup>	1 766



**PERFORMANCE:** All parts of the federal administration are expected to carry out performance assessments for their statutory employees. However, there is no common model and the level of implementation varies. In some organisations, assessments rely on the personal opinion of the closest supervisor. So far, more formalised assessments have typically focused on outputs and competencies. Assessment is mandatory for almost all public employees, and takes the form of an annual meeting with, and written feedback from, the immediate superior. Performance assessment is of medium importance to career advancement and remuneration. In addition, Brazil uses performance-related pay (PRP) to a slightly lower extent than the average OECD country. PRP is used for most government employees and can represent 16-72% of base salary.



**PROMOTIONS:** Data are unavailable regarding the determinants of promotions. To change between hierarchical grades or categories within the public service, applicants must undertake a new competition with competitive examination. No policies are in place to advance the promotion of under-represented groups.

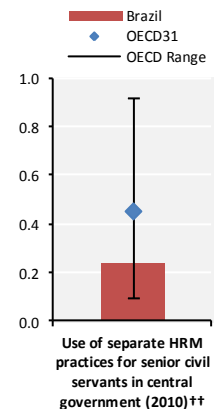
**MOBILITY:** Internal mobility in the public service in Brazil has remained steady, with no plans to change it. External mobility is not promoted; however, staff on external postings retain the right to return to their post in the public sector. Public servants must take a leave of absence in order to work solely for the private sector and they are required to pay for the pension system as if they had not left the public service.

**TRAINING:** A large part of the public service is attends a specific training school upon entry. The Brazilian government launched a new policy on continuous qualification of public servants in 2006. Ministries are supposed to develop qualification plans for their employees based on competencies, and efforts are being made to modernise methods of learning and development. A national network of government schools has been established and partnerships with other providers are being developed. Data regarding the average length of training an employee receives per year are unavailable.

## Senior Management

Brazil uses separate HRM practices for senior civil servants (SCS) to a substantially lesser extent than the average OECD country. SCS are considered a separate group as a result of common practice. The Senior Management and Advisory Group system is regarded as the core management cadre, although only 4 000 out of 22 000 positions are managerial positions. They do not have a centrally defined skills profile and there are no policies in place to identify potential leadership early in their careers. There is little difference in the treatment of SCS compared to regular staff; however, their

contracts are shorter than regular staff, and they may be dismissed at will and returned to their original post. A good proportion of management positions are open to external recruitment and ministries manage their own recruitment process. The president and minister have influence over the appointment/dismissal of the highest level of management, with the ministry head and others in ministry having influence over that of lower management levels. Data are unavailable regarding management turnover with a change in government.



## Industrial Relations

Labour relations in Brazil are the result of a complex history and most importantly of a relatively recent return to democracy. The rate of unionisation in the federal government (excluding public enterprises) is relatively high, at around 55% (including retirees). Public service unions have very little involvement in industrial relations in Brazil and they do not receive public funding. Unions are typically not involved in negotiations over any HRM issues, although voluntary consultation

does take place in regard to base salary. While the Constitution provides for the right to negotiate in the private sector, there is no mention of it for the public sector. However, remuneration, working conditions and the employment framework are negotiated centrally. The Constitution guarantees every public servant the right to unionise and the right to strike, with minimum service rules in the sectors of security, health and transport.

## Reforms

Brazil is implementing initiatives to introduce strategic workforce management into their HRM practices. From March 2012 to March 2013 the Ministry of Planning is implementing two main projects: i) a permanent systematic of workforce planning to provide government with the capacity to think ahead in order to have the right servants, in the right place and time; ii) a policy for civil service careers that brings

a global and integrated guideline for the federal executive government workforce. The goals are to review paradigms related to civil service careers and occupations, improve the understanding of current and relevant topics regarding careers organizations, and benchmark international experiences in administrative frameworks.

## Challenges

No information was provided regarding HRM challenges.

### Sources

Unless indicated otherwise, all data are sourced from OECD (2010), *Survey on Strategic Human Resources Management in Central/Federal Governments*, unpublished.

\* Data for Total Labour Force from OECD *Labour Force Statistics Database*; data for Central Government from OECD (2011), *Government at a Glance 2011*.

† Data from International Labour Organization (ILO) *LABORSTA Database* and OECD *National Accounts Statistics*. See Methodological Note.

†† OECD (2011), *Government at a Glance 2011*, OECD Publishing, Paris.

~ OECD (2012), *Restoring Public Finances, 2012 Update*, OECD Publishing, Paris.

⊖ OECD (2010), *Survey on the Compensation of Employees in Central/Federal Governments*, unpublished.

^ OECD (2012), *Rewarding Performance in the Public Sector: Performance-related Pay in OECD Countries*, unpublished.

### Further Reading

OECD (2012), *Public Sector Compensation in Times of Austerity*, OECD Publishing, Paris.

OECD (2011), *Public Servants as Partners for Growth: Toward a Stronger, Leaner and More Equitable Workforce*, OECD Publishing, Paris.

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OECD (2008), *The State of the Public Service*, OECD Publishing, Paris.