

The Public Administration Revolution

The use of technology in management has helped us achieve improved and more rapid services. Public employees have become promoters of modernization with the goal of achieving a high level of quality, speed and efficiency.

The evolution of government agencies in recent years has relied mainly on the incorporation of new technologies. Process simplification and reengineering, the introduction of new quality tool and continuous improvement development or management models have acted as modernization and transformation levers. Thus, the technological revolution has enabled us to face up to new challenges and obtain significant results in terms of public satisfaction and reducing the administrative load in terms of cost and time.

We are, however, witnessing a cultural shift in the perception that citizens have of the services provided by the public administration. Today we are placing new pressure on the public administration sector. Citizens no longer only require services, but they demand that these services be effective, rapid and responsive. This emerging reality requires the development of new mechanisms which cannot be effectively implemented without the involvement of public employees. A new generation of public officials is being called upon to participate in a service culture in which caring for citizens is the main focus.

Human resources are therefore a key element in this revolution. Today it is essential to define new management models, achieve personnel motivation and ensure that the public administration is able to attract, hire and retain the best professionals available in the marketplace.

Professional Expectations

All of us are able to improve our performance without spending more time and energy, in any activity. Ensuring that public employees *want to work more and faster*, however, clashes with the lack of internal promotion systems that encourage them to do so.

The lack of career prospects is obviously one of the greatest roadblocks for public administration organizations that are trying to achieve maximum employee motivation and loyalty. As a result, personnel are often disappointed and well aware of the limited use being made of their capabilities. This is the result of the limited ability of the government to make public servants feel like that need to be part of a social service oriented culture.

Simultaneously, new social demands with regard to the role of the public administration require the incorporation of highly qualified personnel; a profile that is often not easy to find in our country. This is due to the gap between the training required and the employment offers available. Given this reality, professionalism and the appropriate management of human resources have become the key factors for improving the quality of public services. Obtaining maximum efficiency from the public administration work force will enable the government to ensure optimum achievement of pre-established objectives. This will allow the government to adapt to the challenges posed by both the new millennium and the new

social demands. These demands will not only be focused on more services provided at lower costs, but also require a growing level of excellence.

The Search for Renewal

We are managing the XXI century with nineteenth century tools. The question now is how do we introduce the new mechanisms that allow us to incorporate a new culture of value creation?

Public administration renewal requires taking into consideration of all the elements that affect each agency. Factors such as activity and performance, selection processes, the training or motivation of management staff are fundamental for determining the effectiveness, transparency and professionalism of any government organization.

The renewal, therefore, must be planned and evaluated in order to ensure continued progress and the broadening of an organizational culture that acts as a supplier of the energy necessary for facing up to a new reality on all levels.

What, however, should the new goals of and demands placed on public administrators be? How do we to break down the fear of change barrier? How do we put an end to the idea that public administration cannot be improved? How do we convince public administrators to rely on other public servants?

The modernization of government human resource management must not only set short-term goals in order to respond to urgent needs. A more ambitious step has to be taken that is designed to establish the basis for civil service type operations over a longer period of time; thus increasing the civil servant's capability to respond in an appropriate manner.

Emotional Management

Do we know how? What private sector tool allows for developing a future public administration that is both competitive and socially sustainable? The answer lies in the development of *Emotional Management*.

Emotional Management "bonds" with citizen needs by listening to them, solving their problems, simplifying their lives and continuously adapting to an ever-changing society through the actions of personnel.

The Achievement of Emotional Management goals includes:

- Transforming career promotional processes and organizational strategies.
- Making senior management accountable for the talent of the personnel they

administer.

- Identifying career advancement criteria.
- Setting forth differing talent and career management models for different types of personnel.
- Searching for tools able to assess both professional potential and talent.
- The personalization of initiatives designed to manage professional careers.
- The acceptance of people's failings.
- Encouraging the best and investing in the training efforts necessary for achieving excellence.

We are aware that public organizations face constraints when attempting to achieve the aforementioned goals: legislation, special interest groups, complex processes, operational intensity and reluctance to adapt to change. Effectively addressing these challenges, however, is extremely important in order to discover just how capable the public administration can be of analyzing, taking full advantage of and managing the professional talents of the civil service corps.

In short, it is clear that people represent a fundamental element for organizations. They must also become a cornerstone of organization management. This assertion, however, is not merely rhetorical, it is instead essential for changing management models and developing a cultural change process capable of attracting, hiring and retaining the best personnel available in the marketplace.

Human Resource Management is and will continue to be the basis of public administration social sustainability. The challenge now is the development and training of a public administration management team capable of and willing to leading change with a clear understanding that to lead means to educate on both the personal and professional levels. This will surely be a difficult process to manage. It will also be subject to change and transformation over time. Thus, while it represents a tremendous challenge it will also become the basis for sustaining the future of a much more professional public administration.

Abstracts: Citizen are making new demands of public administration: they are not only demanding services, but also demanding that these services to be effective, rapid and responsive.

Today, defining new management models is essential for achieving appropriate public servant motivation levels and ensuring that the public administration is able to attract, hire and retain the best professionals available in the marketplace.

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problems, simplifying their lives and continuously adapting to an ever-changing society through the actions of personnel.

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