A close-up photograph of several hands holding white puzzle pieces, arranged in a circular pattern. The hands are of various skin tones, and some have red nail polish. The background is dark and out of focus.

# Serving... The art of Transforming

Leadership in the Public Service



Ministerio  
del **Trabajo**





**Ecuador: a State of rights**  
(2008 Constitution)



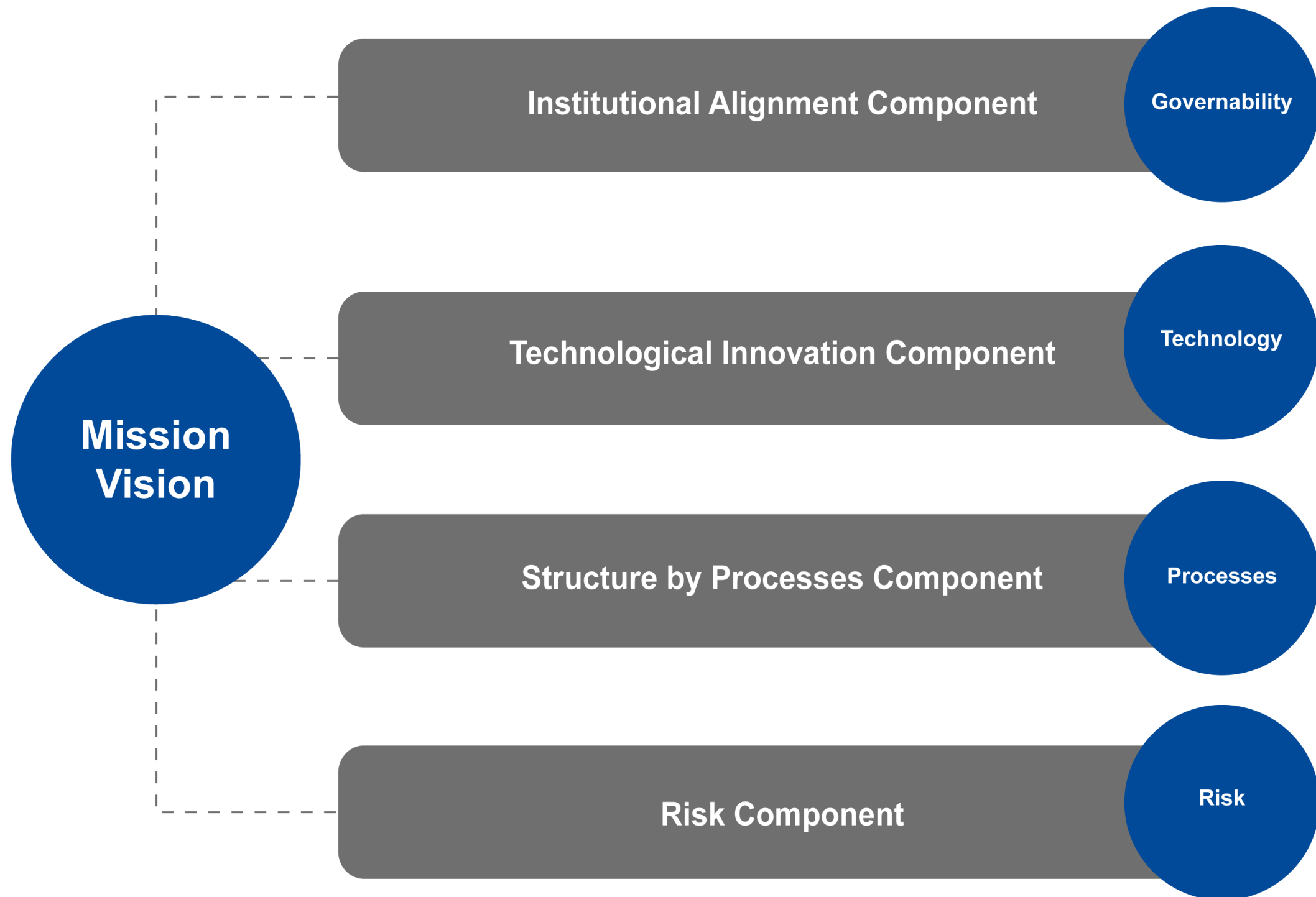
Improve governance by increasing the supply and quality of services we provide, transparency and access to public information, and promoting innovation.



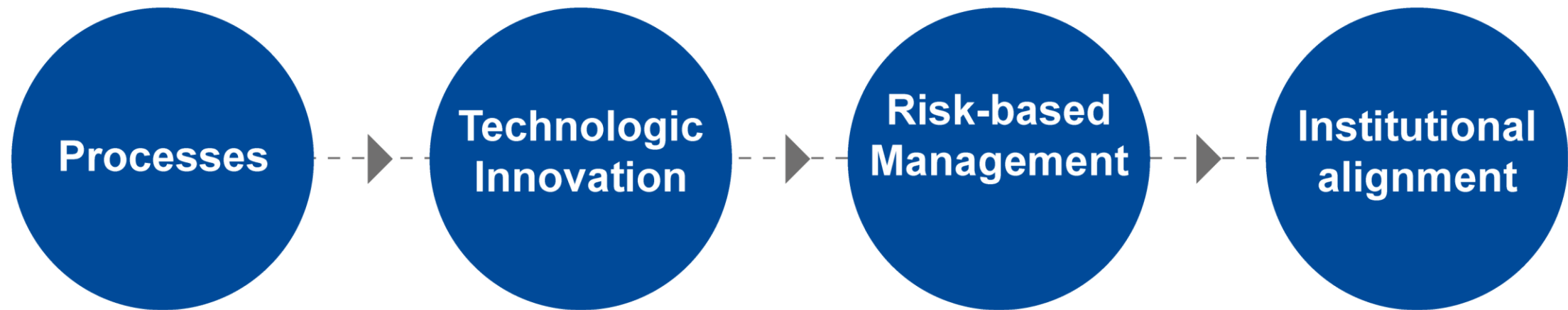
***Effective Government***, oriented towards results that meet citizens' needs

***Efficient Government***, which reduces costs and transactions for public services

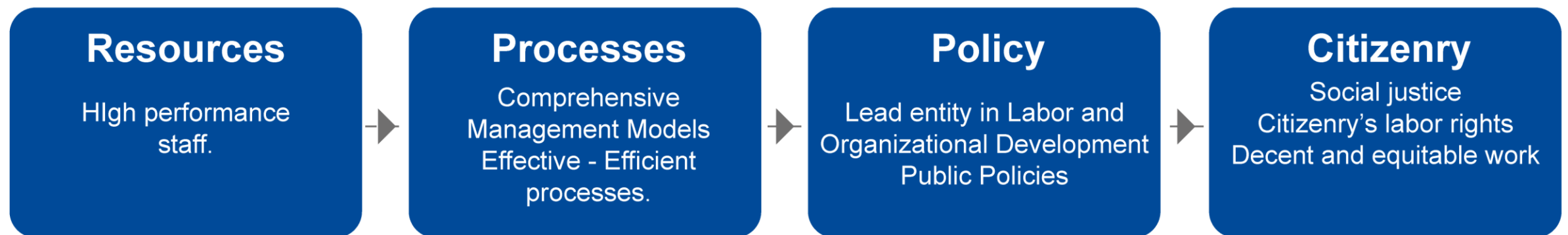
***Transparent Government***, that ensures a citizen–inclusive Public Administration.



# A NEW MANAGEMENT APPROACH



**Processes Innovation Permanent Model**



**Management cycle focused on the citizen**

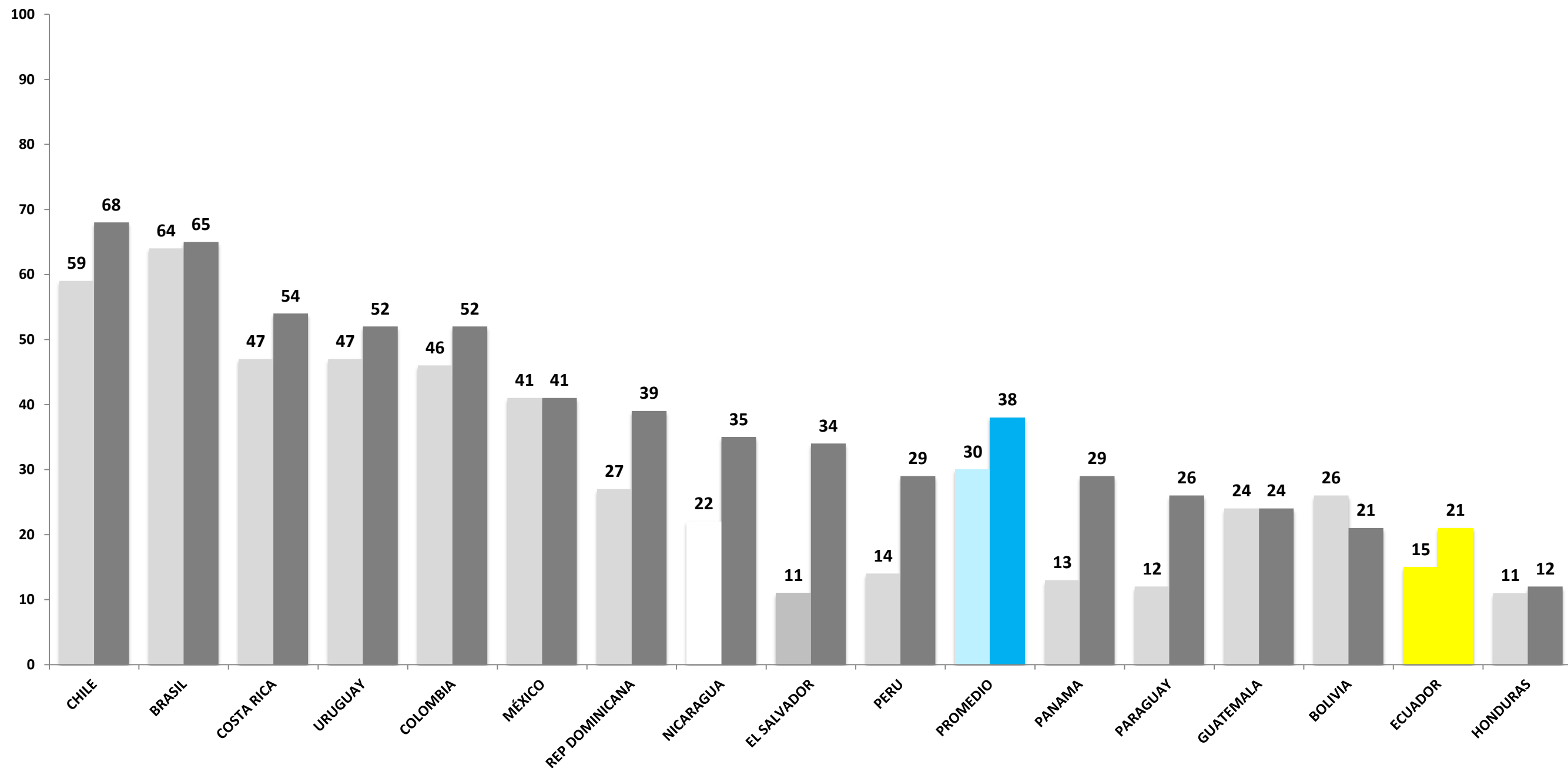


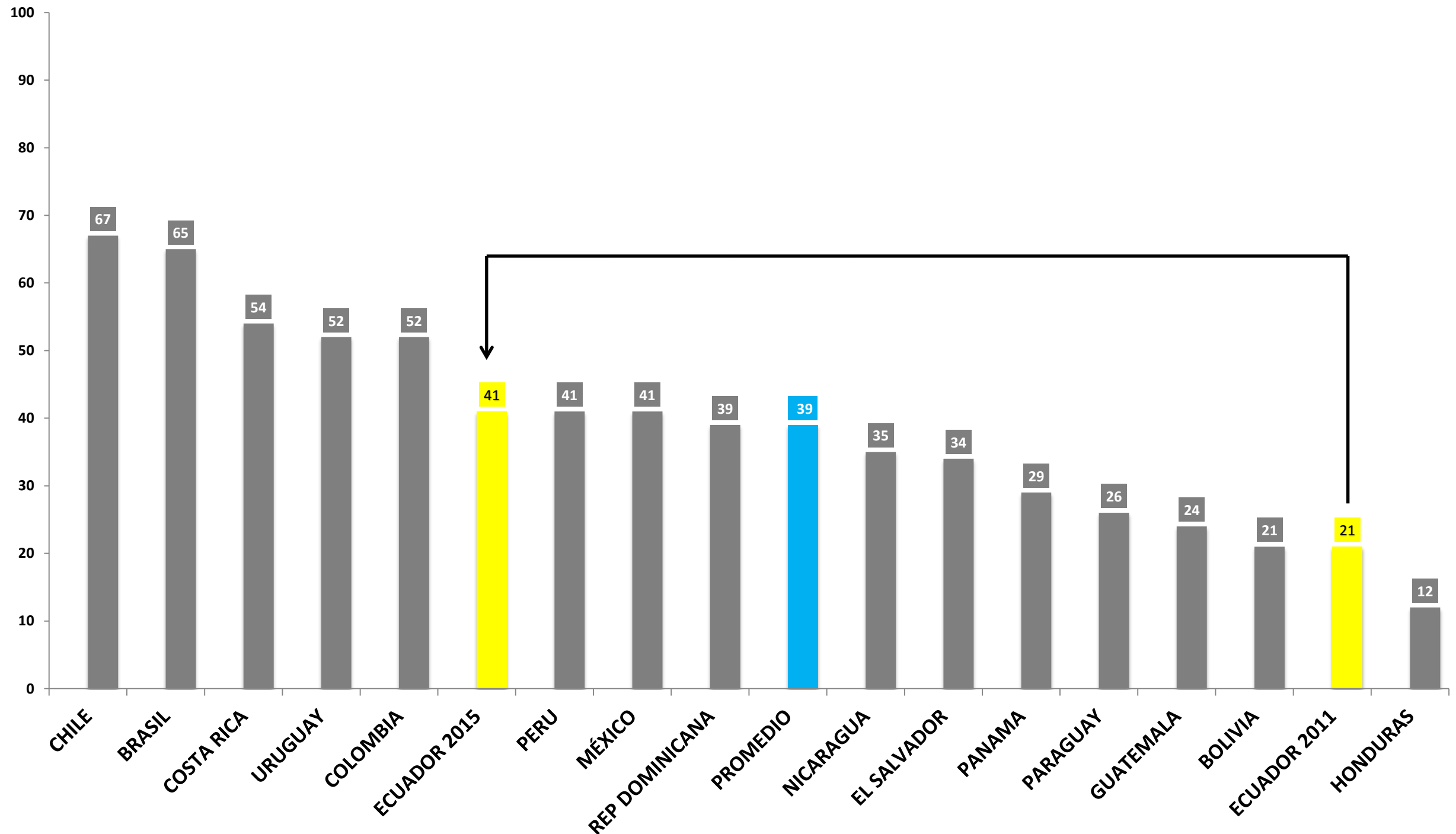


**Difference of the Public officers' role in the Neoliberalist paradigm, facing a Social Rule of Law.**



# BASELINE OF ECUADOR'S PUBLIC SERVICE: 2004 & 2011 MEASUREMENTS.





**Ecuadorian public service has escalated from the 15th to the 6th place of the Human Resources Management Regional Ranking (statistical universe of 16 countries). Ecuador also ranked over the regional average.**





# ECUADOR STRENGTHENS 5 STRATEGIC PILLARS

**Improved quality of Public Service**

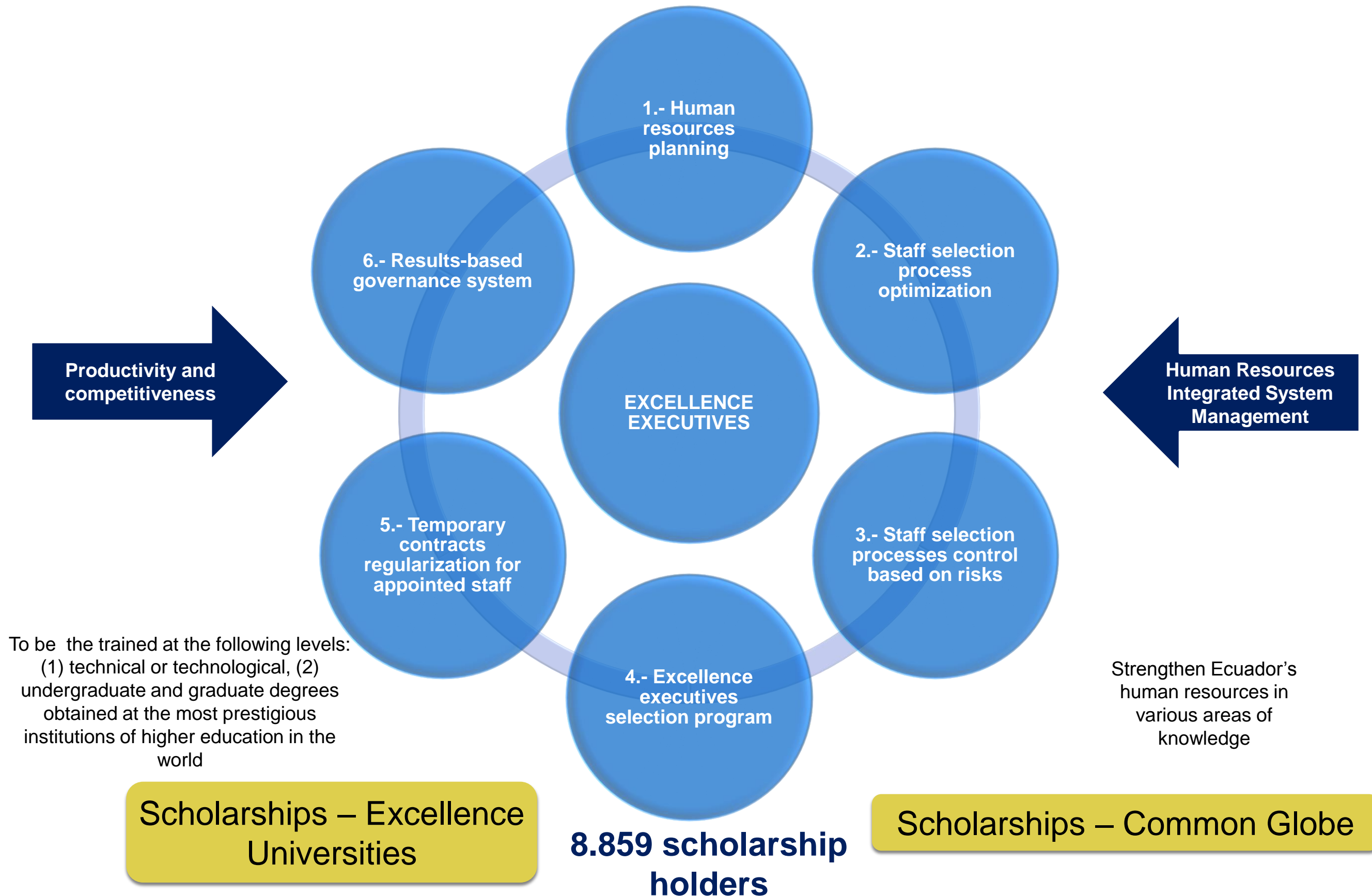
**New  
strategic  
and built-in  
HRM model.**

**Merit-based  
HR  
selection  
processes.**

**Less wage  
distorsions**

**Containment  
of the wage  
bill (22% of  
the State's  
Budget)**

**Increased stewardship capacity of the HRM system.**



The Constitution of the Republic of Ecuador; in its Article number 228, states: "The entry into the public service and promotion in the civil service shall be by merit and opposition, in the way prescribed by law ...". For this, the Organic Law of Public Service regulates the subsystem of Recruitment and Selection, through the suitability of the candidates who meet the requirements established for a position in the public service are competitively evaluated.



Thus, National Institute of Meritocracy (INM, for its acronym in Spanish) was created by Executive Decree No. 737 on April 18, 2011. This institution was designed to strengthen governance in Ecuador, guarantee the application of a technical merits system based on competency, skills, abilities and values, in order to select suitable personnel for the public service, to improve competitiveness and promote excellence in the State's institutions.



Select the best professionals, so that they enter the managerial positions with their knowledge and experience and thus promote excellence in public service.

- ◆ Support the State's institutions in the senior managers selection processes. This is the first profile search service prepared for leading relevant projects for the country.
  - ◆ Time optimization in the selection processes (We have a database of approximately 21.000 registered profiles)
  - ◆ This is a FREE service that allows the State to save economical resources in its selection processes.
-

The “**Ejecutivos de Excelencia**” program is a service provided by the National Institute of Meritocracy, through the generation of short lists of qualified professionals who can be considered in the selection process in the Ecuadorian public sector institutions to hierarchical level positions.



<http://www.meritocracia.gob.ec/ejecutivos-de-excelencia/>



## Candidates Database

NMI Platform, Multijob,  
Social networks,  
advertisement, etc.

## Interview

Structures and by critical  
incidentes

## Evaluation

Graphology test, Valanti test

## References

SENESCYT  
(Secretaría de Educación Superior,  
Ciencia y Tecnología)



## Final Report

### Excellence Executives

Year	Requesting Institutions	Processes performed	Hired Candidates
2013	21	105	22
2014	53	150	36
2015	42	103	22
Total	116	358	80

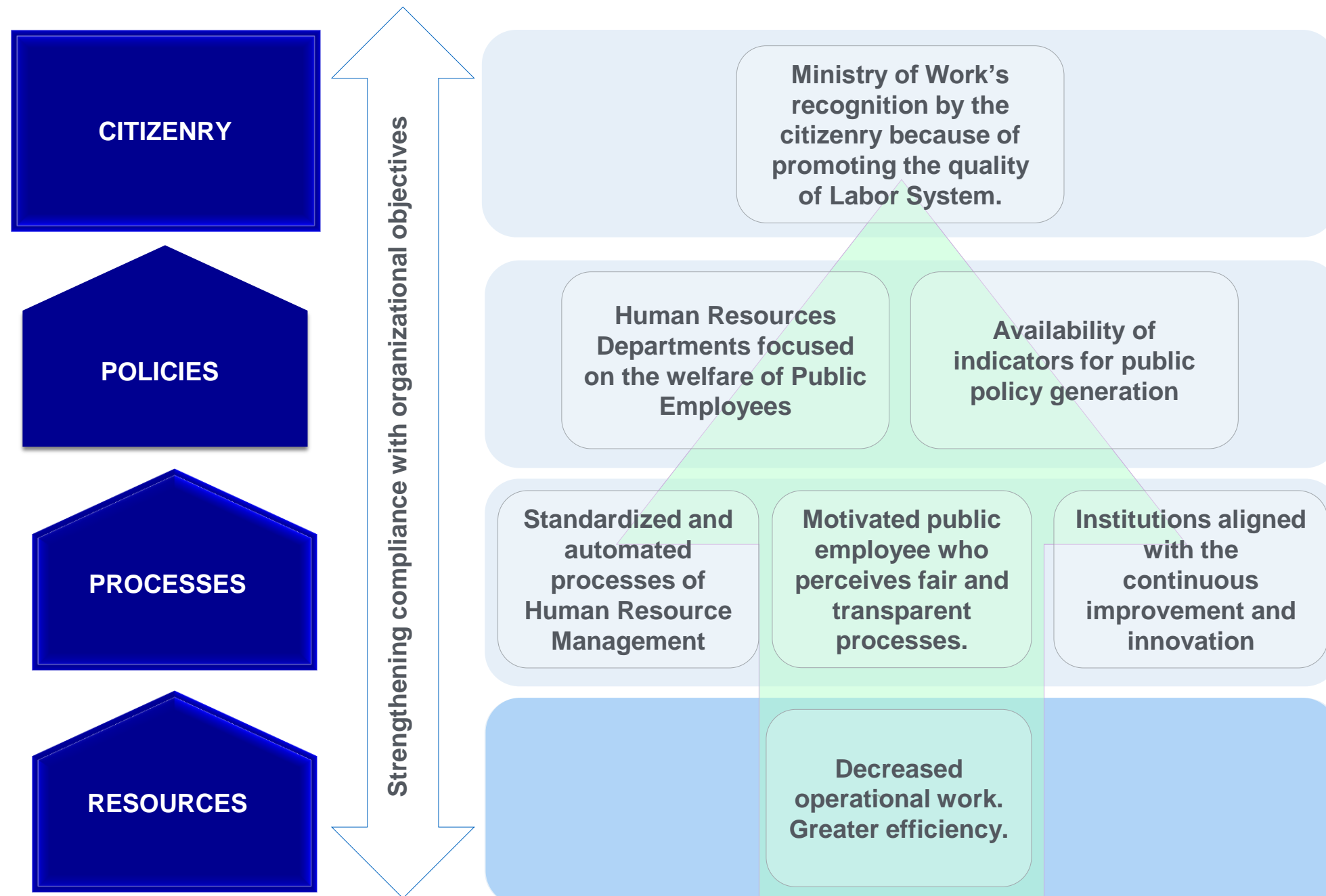




Humanism is placed above the institution.

## General Objective

Increase the quality of the Labor System and the fulfillment of rights and obligations of the actors through the implementation of an Integrated Strategic Human Resource Management System.







*Public Value:* It refers to the generation of benefits, enforcement of rights and demands satisfaction from the state to the citizens.





We serve to transform society

1. If a public institution operates with inefficiency and ineffectiveness, making it impossible to accomplish their basic ethical-social objectives for the benefit of the common good, will, sooner or later, cause a political crisis.
2. Modifying socioeconomic, cultural and political structures without creating new values and principles, beliefs and attitudes, then one can only expect that these structures remain corrupt, oppressive and inefficient.
3. All structural change starts from an effort to make the public service more inclusive and open to all levels, less hierarchical and pyramidal, serving the common good.

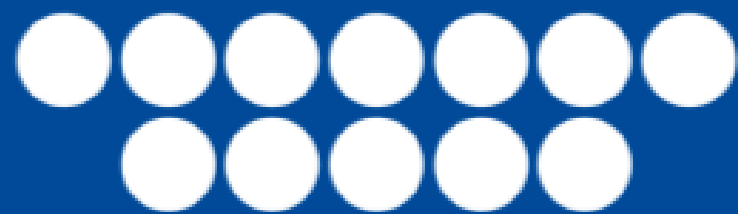
# FORGETTING IS BANNED

We must learn to...

- ◆ Lead with humility and giving a good example.
- ◆ Be part of the organization you lead, trust in your team and offer quality and personalized services to citizens
- ◆ Reinvent the organization and develop its strengths.

May the inclusion be the priority.





Ministerio  
del **Trabajo**

Thank you