



**DIÁLOGOS** **UNIÃO EUROPEIA**  
**SETORIAIS** **BRASIL**

*EXAMPLES FROM EU OF  
RECRUITMENT AND  
SELECTION PROCEDURES –  
PRODUCT 2*

**DIALOGUE BRAZIL- EU ON  
PUBLIC ADMISSION IN THE  
FEDERAL CIVIL SERVICE**

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# ISSUES IN BRAZIL

- High instances of individuals or groups seeking redress from failure in the examination process through the courts.
- Recruitment bodies simplify the process to avoid lawsuits but end up neglecting important aspects that should be considered at the entry point
- The image of the federal government is tarnished through instances of fraud (real or alleged) in the admission system
- Competency requirements of future public servants are not always considered in the recruitment process.
- High turnover of staff, partly because civil servants apply through other public exams, to attain a position with a higher salary and/or don't identify themselves with the current job. There appears to be many instances of jobs of an equal character and responsibility having a higher salary attached.



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# Features

All EU states try to combine

- the right to equal access of every qualified citizen to the civil service
- recruitment of the best available candidates for the civil service.



# Types of system

- Member States with career based systems (Austria, Belgium, Germany, Spain, Greece, France, Ireland, Luxembourg, Portugal) offer a career until retirement, with security of tenure. This is normally on a statutory basis. The selection method is normally by open competition.
- In Member States with job-based systems (Czech Republic, Denmark, Estonia, Finland, Hungary, Sweden, Slovakia and the United Kingdom), employment is contract based. Pre-selection is based on documents supplied by candidates (curriculum vitae, motivation letter, diplomas, references, etc.) followed by a recruitment interview based on competence, skills and professional experience. Other Member States (Italy, Lithuania, Netherlands and Slovenia) use a mixed career and job-based system.



# Centralised/Decentralised

- Most EU states now deploy a decentralized system where the ministry or agency is responsible for recruitment, using their own particular procedures within an overall framework. This is the case in Austria, Germany, Denmark, Estonia, Finland, Italy, Portugal, Czech Rep., Hungary, Lithuania, Latvia, Netherlands, Sweden, Slovenia and the United Kingdom.
- In France and Spain the system is centralised in a ministry, while in Belgium, Cyprus, Greece Ireland, Malta, Poland, and Slovakia there is an independent office or commission in charge of the recruitment and selection process. In Luxembourg recruitment is either centralised within the Civil Service Ministry or decentralised within the various administrations, depending on the nature of the post.



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# Centralised/Decentralised

Whatever the system what seems to be important is the administrative system



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# What does it look like?

Central Ministry

Ministry/Agency seeking staff

Recruitment company/agency



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## The central ministry/agency..

- Ensures the integrity of the system
- Issues regulations and guidelines
- Helps and advises the system
- Monitors the system





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## The administrative system would have

- Complaints Procedures
- Integrity and Quality Control
- Codes of Conduct
- Other Issues



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# Administrative System

- Complaints Procedures.
- Integrity and Quality Control
- Codes of Conduct



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# Administrative System

- Self-testing.
- Advertising and the internet
- Contract and Application
- Specific Groups



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# Other Issues

- Probation Period
- Movement across the civil service



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# Help and Monitoring Issues

- Courses
- Publications and expertise on best practice in recruitment
- Data