

IBGE AND ITS ORGANIZATION – UNDERSTANDING THE CHALLENGES OF HUMAN RESOURCES MANAGEMENT

The Brazilian Institute of Geography and Statistics — IBGE is the organism responsible for the National Statistics System, by means of the production of information and the coordination of technical activities, in consonance with the General Plan of Statistical and Geographic Information — PGIEG, under responsibility of the Institute, with the Mission of “portraying the country with information required to the knowledge of its reality and the practice of citizenship.

These activities must be developed in a country with continental dimensions, having a total territorial area of 8,514,876 Km², spread into 27 Federative Units and 5,564 municipalities, in which resides a population of 183,987,291 inhabitants.

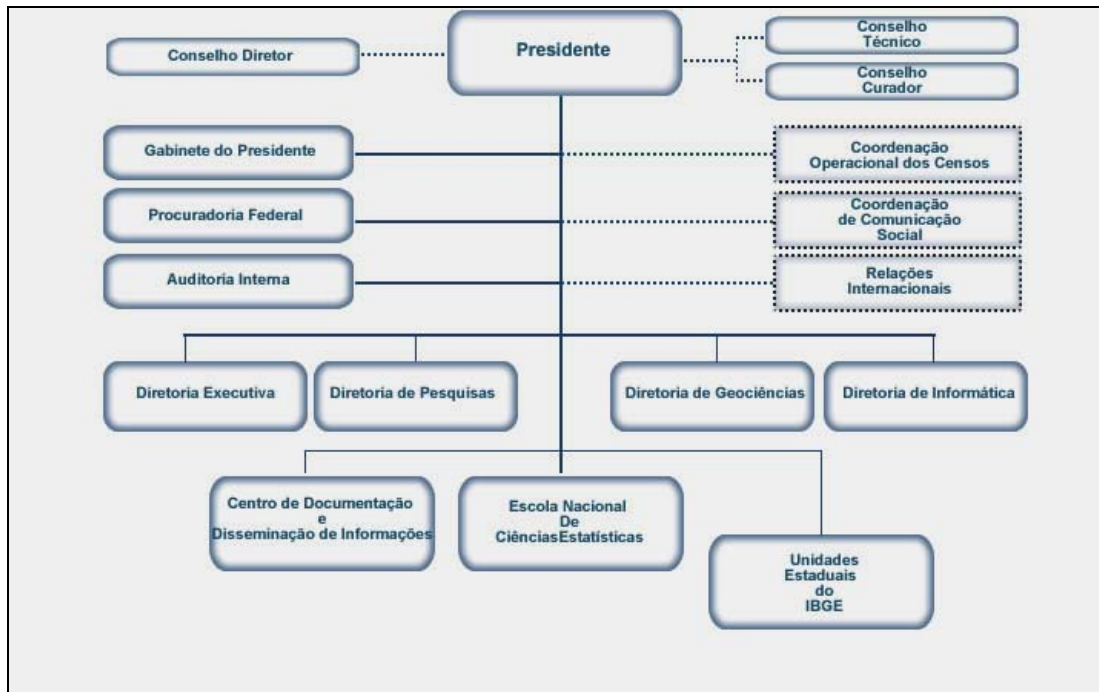
To carry out this Mission, IBGE has 7,468 servants in its permanent staff, distributed among its Headquarters, located in Rio de Janeiro, and its 27 State Units, corresponding to one representation in each unit of the Brazilian Federation, also maintaining 532 Collection Stations, located on the main Brazilian municipalities.

Figure 1 – IBGE’s STATE UNITS



The organizational framework, which can be viewed on Figure 2, covers IBGE’s Presidency, four Directorates and two General Coordinations, besides the 27 State Units mentioned earlier.

FIGURE 2 – IBGE’S ORGANIZATIONAL FRAMEWORK



At Central Administration, it is located IBGE’s Presidency and its direct Assistance, the Executive Directorate (DE), the Directorate of Surveys (DPE), the Directorate of Geosciences (DGC), the Directorate of Data Processing (DI), besides the General Coordinations composed by the Center for Information Dissemination and Documentation (CDDI) and the National School of Statistical Sciences (ENCE), which make up IBGE’s Board of Directors, maximum instance in terms of institutional deliberation.

The Executive Directorate is responsible for performing the activities of planning and overall coordination, as well as organization, coordination, direction and implementation of activities relating to human resources, equipment, patrimony, budget, finance and accounting, giving support to the decentralized units in accomplishing these activities.

The Directorate of Surveys is responsible for planning, organizing, coordinating, supervising and implementing surveys, researches and studies of statistical nature related to demographic, economic, social, environmental and administrative situation in Brazil, also implementing actions for which IBGE is accountable with respect to the coordination of the National Statistical System, as well as those related to cooperation agreements on statistical issues.

The Directorate of Geosciences is responsible for planning, organizing, coordinating, supervising and implementing studies, researches and work of geographic, geodesic and cartographic nature, as well as those related to natural resources and environmental conditions and for implementing actions for which IBGE is accountable with respect to the coordination of the Geodesic Fundamental and Basic Cartographic Plans and cooperation agreements on geoscientific issues.

The Directorate of Data Processing is responsible for planning, organizing, coordinating and supervising activities related to the processing of data and the processing of scientific and administrative information, supporting, promoting and developing IBGE’s computing processes; to the management of the center of equipments and the basic infrastructure of data processing; managing and watching over the preservation and guaranteed integrity of the information contained in IBGE’s database, providing technical support to the accessibility to this information; promoting the prospecting of new technologies, disseminating them and giving assistance to other areas of the Central Administration of IBGE.

The Center for Information Dissemination and Documentation is responsible for planning, organizing, coordinating, supervising and implementing activities related to documentation and

dissemination of the information archives; to the development of information products and services suited for the various segments of users, promoting its divulgation and commercialization, disseminating the image and preserving the institutional memory, preserving the intellectual rights of IBGE concerning its products.

The National School of Statistical Sciences is responsible for planning, organizing, coordinating, supervising and implementing activities related to education and research in statistical and geographic themes, performing activities related to training, development, education and research on the different areas of IBGE, with the competence to offer undergraduate, graduate and specialization courses for IBGE’s servants and for the public in general.

At Central Administration, there are 2,677 servants of whom 1,038 occupy college education posts and 1,120 are female. Within this group, 2,213 are more than 46 years old and 658 have already met the requirements to retire.

Figures 3 e 4, next, shows the distribution of servants in each one of Central Administration units, as well as a brief profile of this workforce.

FIGURE 3 – DISTRIBUTION OF CENTRAL ADMINISTRATION SERVANTS

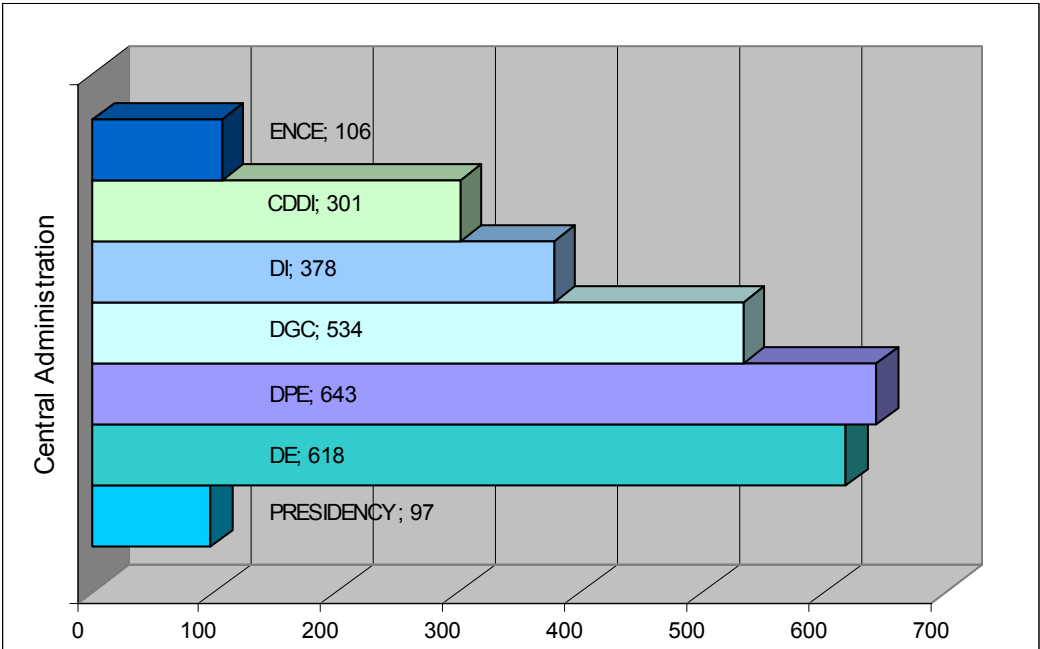
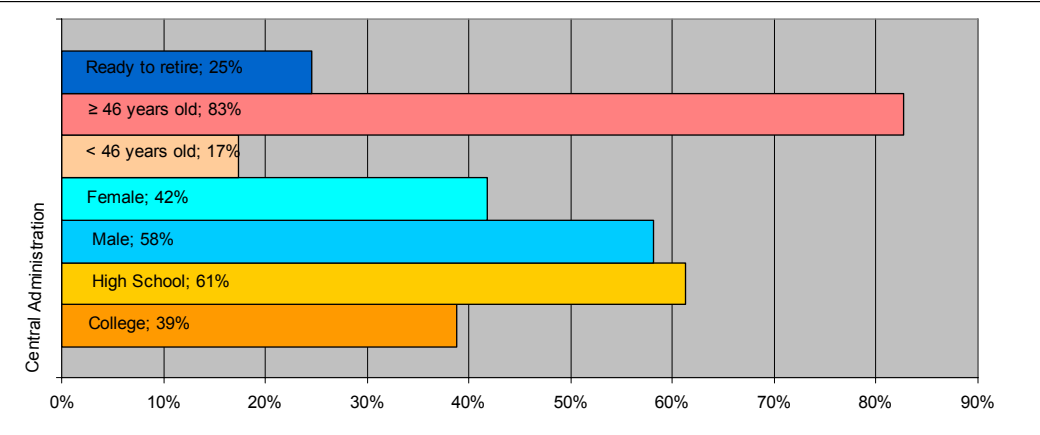


FIGURE 4 – PROFILE OF CENTRAL ADMINISTRATION SERVANTS



IBGE keeps, in each unit of the Brazilian Federation, one representation responsible for planning, coordinating, performing and controlling technical and managerial activities of the Unit

The distribution of servants in these units varies according to the dimensions of the area to be covered, although administrative and geocientific activities area organized in regional centers, in order to achieve more efficiency and efficacy.

On the State Units there are 4,791 servants, of whom 523 occupy college education posts and 1,507 of them are female. Within this group, 3,575 are more than 46 years old and 868 have already met the requirements to retire.

Figures 5 e 6, next, shows the distribution of servants in each one of these state units, as well as a brief profile of this workforce.

FIGURE 5 – DISTRIBUTION OF SERVANTS IN STATE UNITS

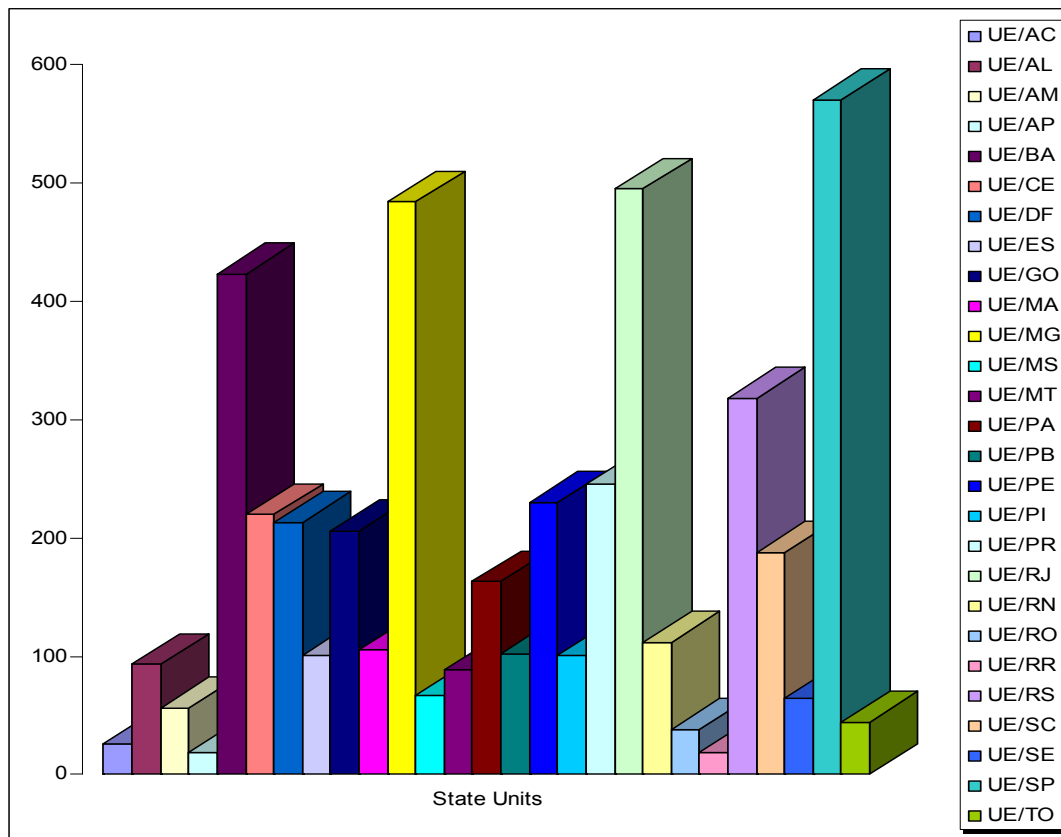
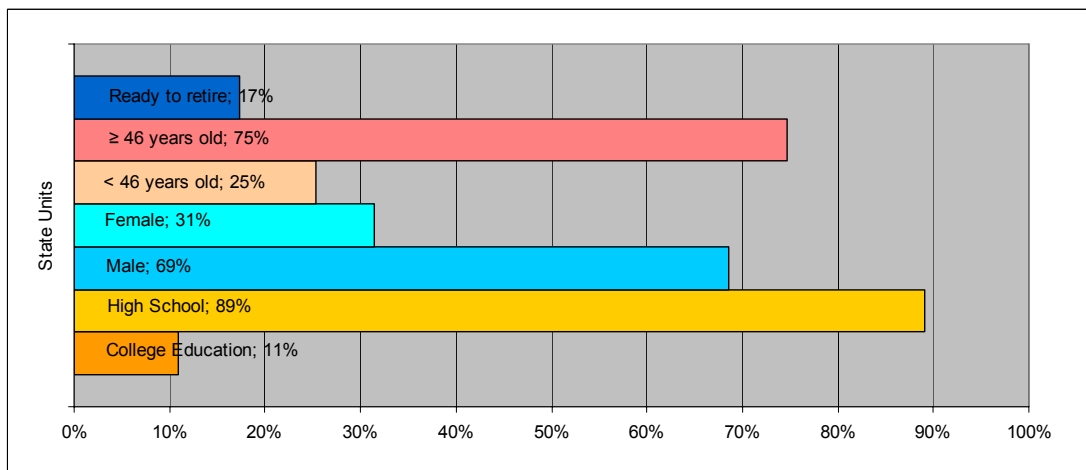


FIGURE 6 – PROFILE OF STATE UNITS SERVANTS

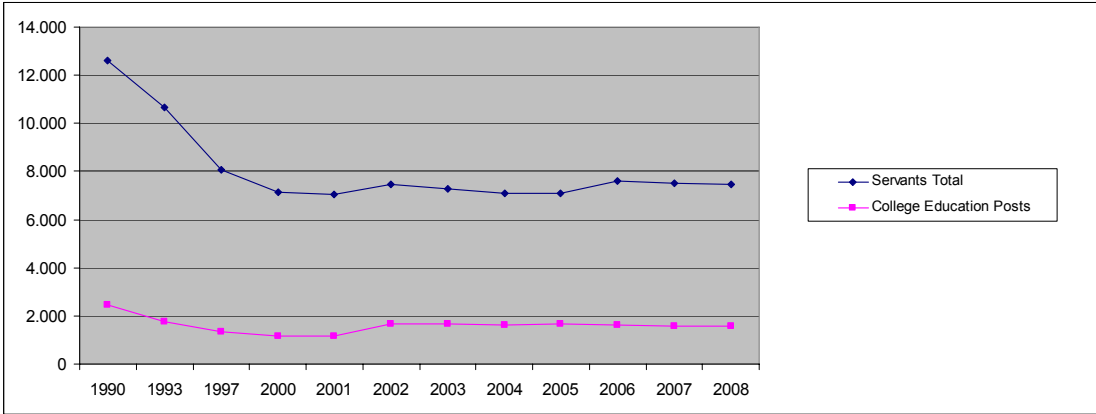


Created 72 years ago, IBGE has passed, over these years, through several changes in its legal nature, the latest one happening in December 1990, when it became a Public Foundation, governed by the same principles and rules of the organisms that make up what we call direct administration.

This change reduced substantially IBGE’s managerial autonomy, with negative impacts on its human resources policy. All decisions related to hiring servants and compensation and benefit policies came to be dependant on previous approval and authorization from Government in order to be implemented.

Without the authorization to hire new staff, at the same time that a significant part of its personnel left the organization due to retirement, IBGE progressively began to lose its workforce. Thus, in 1990, IBGE had its staff made up of 12,615 employees, 2,480 of them occupying college education posts. Presently, this staff is made up of 7,468 servants, 1,561 of them occupying college education posts (Figure 7).

FIGURE 7 – EVOLUTION OF IBGE’S PERSONNEL STAFF 1990-2008



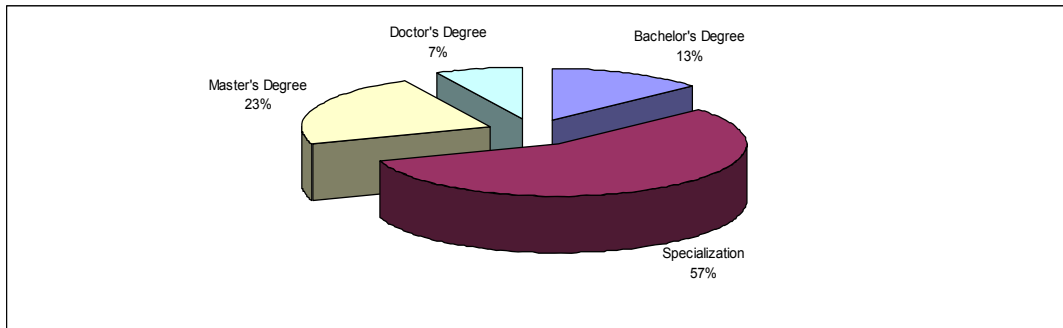
In spite of all this, in this space of time, IBGE has managed to respond to an ever increasing demand for new information from both society and government, improving its institutional development, broadening the representation of its surveys by means of the expansion of geographic scope and the incorporation of new survey themes, also improving its researches on production, assuring an ever-broadening and complete portrait of the socio-demographic and economic reality of the Country.

The reduction in its workforce was overcome by the adoption of a series of methodological changes on the performance of its surveys and by the massive use of high technology, as in the recent case related to the use of Personal Digital Assistant – PDA, for collection and transmission of data related to the Agricultural Census and to the Population Count in 2007.

Moreover, IBGE has invested on an intensive form of training and on the professional development of its technical staff, by making national and international partnerships and exchanging experiences with other statistics and geosciences institutes, added to a human resources management policy that encourages participation in graduate courses, *lato senso* and *stricto senso*.

Presently, it has a staff of highly-qualified people, enhancing that from the group of servants occupying college education posts, 115 of them have doctor’s degree; 359 have master’s degree, 880 have a non-degree specialization and only 207 have only the undergraduate course.(Figure 8).

FIGURE 8 – PROFILE OF SERVANTS OCCUPYING COLLEGE EDUCATION POSTS

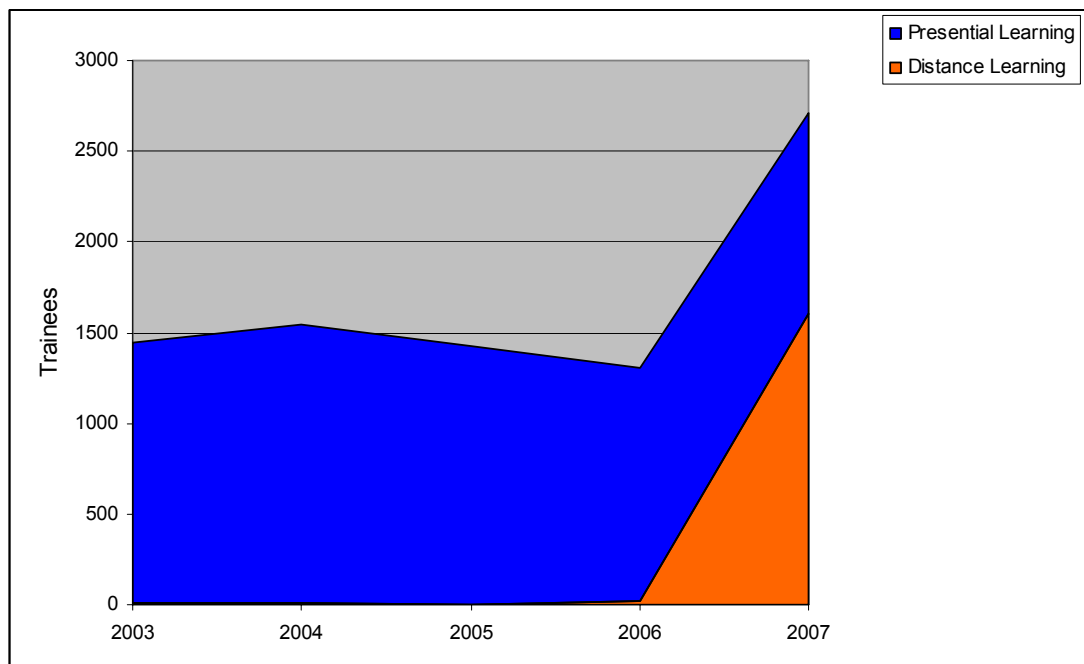


The continental dimension of the Brazilian territory, as well as IBGE's capillarity throughout this space, turns the training and developing of its servants into a challenge to be faced daily.

More than providing the traditional forms of presential training, in its several levels, IBGE is investing strongly on distance learning mode. In this sense, it purchased appropriate software and equipment, hired consultants keeping a full-time team dedicated to the matter. Its Collection and Dissemination Stations have been, through the years, adequately equipped, with access to the World Wide Web, by broadband, including those located on the most remote places of this large territory.

This investment resulted on the fact that, in 2007, on account of the training that preceded the conduction of the Agricultural Census and Population Count, distance training exceeded presential training, in terms of figures, as can be noted from Figure 9.

FIGURE 9 – PRESENTIAL AND DISTANCE TRAINING IN IBGE – 2003 TO 2007



Another great challenge faced by human resources management in IBGE is the creation of a succession plan and the development of new leadership.

For many years unable to hire new servants — the conduction of regular Public Selection Exams was resumed since 2001 — IBGE has a staff with a high average-age, around 49; 1,092 servants having more than 30 years of duty, and 1,486 having actually met the requirements for retirement. It also happens that more that 2,956 servants have between 26 and 30 years of duty solely in IBGE, indicating the possibility of a drastic outflow of the labor force on the incoming years, making it necessary to take urgent actions in order to replace IBGE's workforce and to ensure the transfer of knowledge to new generations of servants.

As a way of meeting all these challenges, IBGE is, currently, acting in two fronts:

The first one refers to the negotiation that is being conducted with Brazilian Federal Government in order that, in the following years, an expressive number of new servants may be hired, consistent with IBGE's working program and the increased demand for new information by society and government. This initiative will allow acquaintance and the consequent transferring of knowledge from skilled professionals to the new servants, assuring IBGE's virtuous path.

The second one relates to the implementation, already current, of a program for improved quality in management, which encompasses seven projects that comprises the revision of the institutional Strategic Plan, the implementation of Competence-Based Personnel Management, Management by Processes, Leadership Development and Quality in Service, ending up with the integration of the administrative systems now effective in one unique Administrative Information System and the elaboration of Management Indicators.

These initiatives will certainly allow IBGE to reach, more effectively, the accomplishment of its mission before society.

A country with continental dimensions, such as Brazil, requires that its statistics have an ever increasing geographic scope, such that IBGE's information may also be an ever broadening and complete portrait of the country's socio-demographic and economic reality. This challenge demands that IBGE's servants be more and more qualified and that its staff has such a capillarity that allows the covering of all Brazilian municipalities, where they will act as organization's representatives, collecting, analyzing and disseminating the information Brazil requires.