

## 1) Title of the case

The Public Employment Marketplace.

Acronym – BEP

Link - [www.bep.gov.pt](http://www.bep.gov.pt)

## 2) General description of the organisation and/or project

The Portuguese government created an electronic marketplace for all public sector employment opportunities. The Public Employment Marketplace (BEP) portal and database enables civil servants to request a change of function or location and their profiles are matched with job openings from across government.

The marketplace is also accessible to the public for government jobs open to external competition. BEP aim to promote career development and mobility within Public Administration, and is helping to develop a more professional and flexible civil service. It also helps to create a more open and transparent recruitment process.

## 3) The main content of the case

An online system called BEP was developed using the Microsoft NET Framework to give both civil servants and the public access the government job marketplace. All openings are announced on BEP, people enter a request for a job and the system matches their profile with opportunities.

Through BEP civil servants are encouraged to broaden their career development thought working in other departments or locations, increasing **mobility**. They are now better able to change jobs, achieve promotion based on merit, and find a placement that is right for achieving their own personal goals as well as the government's priorities.

One of the most accessed job market sites in Portugal, BEP makes employment opportunities more visible and the **recruitment process more transparent**. Civil servants are better able to change jobs and achieve promotion. The system removes barriers to recruitment and promotes better practices like ensuring the civil service becomes more open and diverse.

## 4) The reasons behind the case

### Facilitate mobility within Public Administration:

Government employees in Portugal, like most countries, traditionally worked in a single department or agency for their entire careers. If an agency needed new skills, it would try to develop them in house on an ad hoc basis. This often meant that the same skill sets were built up and concentrated in specific ministries or locations, which in times of change might no be where they were most needed.

To raise the capacity of the Portuguese civil service to adapt to changing circumstances, the Directorate General for Public Administration (DGAP) wanted to encourage the mobility of government employees between departments, as well as open up the civil service to attract new external talent.

### **Avoid asymmetry in information:**

Agencies were only ever required to list employment opportunities in the daily Official Journal of State, an expensive, lengthy document that includes every government communication of the day, including tender notices, draft legislation, and so on. In practice the Official Journal is only read by senior managers and not by government employees looking to change jobs. With BEP the user could access to public employment offers with reduced cost; it is accessible from any point of the country and at any time; the information could be search by criteria defined by the user.

### **Facilitate the placement of staff that is out of activity (disposal)**

For several reasons there are public officers in situation of inactivity (disposal people) that waiting for restart functional activity. This is a wastefulness situation, once those people acquired abilities and not used, has effective costs with payments and administrative costs with the maintenance of a managing organism, etc.

Although the information about those employees is available in the Official Journal, BEP can give more visibility to these cases, allowing a more easy consultation and more easily search.

### **Collect information for management**

One of the serious limitations of Public Administration, especially at HR level, is its incapacity to generate current and reliable information. This management is made on the basis of estimates, what could derive in varied errors of diagnosis.

In this way BEP will be very important to collect and crossing information about jobs vacancies (competitions and contracts) and at the level of competitions to access in career.

### **Harmonization of procedures and concepts**

Despite the existing laws, by several reasons, the procedures not always are totality and strictly followed (instigate a great number of court appeal).

BEP will contribute for the harmonization of those procedures and concepts because the system require the fulfilment of compulsory fields, and is only searchable what is submit to common criteria. This provides benefits to citizens and administration (confidence, time, and money profits and the reduction of litigation, etc.).

### **BEP is a management tool for government reform.**

BEP allows for the promotion and control of new admissions to the public payroll, helping the government ensure the civil service becomes more open and diverse. It also encourages internal mobility within the civil service, which enhances the government's ability to better adapt to changing political priorities and circumstances.

BEP acquire great importance nowadays with the ongoing public administration reforms like the restructuring of central administration that will cut several public services and organisms, and it is expected many people will become in disposal situation. BEP it's one of the mechanism that could match Government proposes for a better redistribution of public employees.

### Integration with other management mechanisms

BEP integrates with other government-wide systems, including a central database of all (estimate) 700,000 civil servants and a performance review management system. Such integration provides a common information source for government applications, and it allows senior management to perform certain macro-political analyses that were not previously possible.

Taken together BEP is an important management tool in the government's efforts to reform the public administration and create a more flexible and more effective and professional civil service. It is helping to create a civil service that is better able to deliver high quality services and respond to the wide range of aspirations and needs of Portuguese citizens and business.

### Integration in the plans of action in the European community

In the scope of the European Community was defined some plans (for example e-Europe 2005) for the areas of "information society", establishing that Member States should reach goals concerning the use of IT in the interaction between citizens and administration. BEP fits this goal as a tool of e-Administration.

## 5) The actors behind the case

Who?	What?	actions
<b>Directorate General for Public Administration (DGAP)</b>  <b>Ministry of Finance and Public Administration</b>	Coordinate the project in development, implementation and improvement phases	Design the project and goals Provided orientations and requirements
	Administrator	Helpdesk, statistic reports
<b>Institute of Informatics (public agency)</b>	Partner	Develop and implement the technical solution
<b>Microsoft</b>	Consultant	

## 6) The process leading to success

As a way to improve mobility brokerage, DGAP decided to set up an electronic marketplace for all civil services vacancies.

<b>Goals</b>	<ul style="list-style-type: none"> <li>- Facilitate mobility in Public Administration;</li> <li>- Strengthen transparency and accessibility in the recruitment processes and HR replacement;</li> <li>- Become the process of public recruitment and mobility quick and simple, through the Internet.</li> </ul>
<b>Address to...</b>	<p><b>Public</b> - can search and get alerts from new job announcements;</p> <p><b>Civil servants</b> – available their intention to mobility, can search other job positions and promotion opportunities (career);</p> <p><b>Agencies</b> (administration) can use BEP as a management tool to available information about vacancies, competition promotion (intra-administration) and information about available people.</p>

**Methodology:**

The Institute of Informatics (The Finance Ministry's in-house IT agency), in partnership with Microsoft, developed a system for DGAP called "*Bolsa de Emprego Público*" (Public Employment Marketplace). The system was online in October 2003 to give both civil servants and public in general access to what is the largest job marketplace in the country.

BEP was developed in 2 main phases:

	<b>Main actions</b>
<p style="text-align: center;"><b>1<sup>st</sup> phase</b></p> <p style="text-align: center;">Development</p> <p style="text-align: center;">1 year</p> <p style="text-align: center;">(Oct. 2002 – Oct. 2003)</p>	<p>Design the project, establish requirements and define the system architecture, training users and helpdesk.</p> <p>Manage: employ opportunities; employ demands; system users</p> <p>Statistic reports</p>
<p style="text-align: center;"><b>2<sup>nd</sup> phase</b></p> <p style="text-align: center;">Improvements and new functionalities</p> <p style="text-align: center;">(Oct. 2003 – cont.)</p>	<p>Statistic reports, update with the new law concerning management recruitment, manage alerts concerning offers and demands, connection to other information systems for Public Administration.</p> <p>One important development ongoing is the integration with the private employment marketplace database, running by another agency. That integration will be made in the Citizens Portal ("<i>Portal do Cidadão</i>"), in order that the citizen may access to both databases by a single-entry-point.</p>

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### System facilities

<b>BEP</b>	Administrator (DGAP)	BEP management Help desk
<b>Institutional users</b>	Public services	Offers of public employment
	Public service that manage inactive people (DGAP)	Register of people in inactivity or disposal situation
	Public service that manage disposal people (Secretariat-General)	
<b>Individual users</b>	Public servants	Register to demand public employment (mobility)
	Citizens	Demand for a public employment

**Government employees** are able to register and submit their profile based on such criteria as career path, experience and qualifications, desired geographic location and so forth. They can enter a request for a new job and the system matches their request with all potential opportunities. They can create job alerts to be warning of opportunities that match their preferences.

**Government agencies** are required by law to list every job vacancy internally on the BEP database, and they have to check if exists an offer in BEP that fill the vacancy requirements (this demand is automatically certified by the administrator), and if not they can conduct a process of external recruitment. Departments looking to recruit can search the BEP database for pre-qualified candidates at any time. Institutional users access to BEP with a login and password.

A section on the BEP website also features employment opportunities open to external competition, aimed at any jobseeker wishing to join the public administration. For these openings, people can search the marketplace without having to register.

The database includes contract and temporary work as well as offers for permanent civil service jobs at all levels, including senior management positions.

To assist BEP users DGAP provide a help-desk service with feedback in 24 hours.

## 7) Results indicating the success

By using BEP the Portuguese Government:

### Qualitative results:

- Increase the transparency and the information, at several levels of the system (competitions and contract of staff);
- Significant improvements in promoting employee mobility and career development;
- More open and transparent recruitment with greater flexibility for professional civil service;

- Provides information (statistics and qualitative), for a more rational management and more data about Public Administration;
- Gives profits of management, with the harmonization of procedures, concepts and flux of the information;
- Integration with other management mechanisms, like other general databases (Public Administration Database);
- BEP could be used as a management tool to analyse HR trends;

**Quantitative results** (data concerning 23.10.03 to 02.12.05. Update data will be provide in the Conference).

**Table I – Employment offers**

Mobility	2528
Middle management competition	2198
Internal competition	2898
Contract of staff	3512
External competition	734
<b>Total</b>	<b>11 870</b>

**Table II - Demands for mobility**

Professional mobility	1729
Interdepartmental geographic mobility (transfer)	737
Interdepartmental geographic mobility (requisition)	318
Interdepartmental geographic mobility (requisition and transfer)	2489
<b>Total</b>	<b>5 273</b>

**Table III – Other figures**

Public services that available offers in BEP	1430
Institutional users with access to BEP	3959
Public servants with access to BEP (registered)	25 459

## 8) The main obstacles of the case

The main obstacles found in the development of BEP was the complexity of the career system of Portuguese Public Administration, this system is deeply normative with a lot of post jobs and particularities (about 1050 careers, most of them with specific progression inside in a great number of professional groups), what means that user have to chose a great number of options before available their offer/or make their research.

To overcome those obstacles was created several tables to guide, in each step, the user in their options, as well as was created help mechanisms (helpdesk, glossary and FAQ).

## 9) Main sources of inspiration behind the case

It was made an international comparative research (data/information collected in Internet) in order to analyse what the other Public Administration has developed. This research was just a source of inspiration because it was not followed any model in particular, since the differences of the Portuguese case, concerning the complexity of the career system and the type of public employment.

## 10) The most important lesson learned

1. More important lessons learned with the case is that even faced a complex normative system it was possible put TIC deal with those amount of rules and careers features, adding value to several users.
2. The compulsory utilization of BEP by public services shown that besides the initiate difficulties in the using, because of the week skills of public servants concerning TIC, they quickly adapted and using them.
3. To develop the project it was created an internal multi-disciplinary team, which benefits with the project by gaining new skills concerning TIC issues.