



INNOVATING EXECUTIVE HUMAN TALENT MANAGEMENT IN THE PUBLIC SECTOR: A STRATEGY TO IMPACT COMPETITIVENESS AND LOCAL DEVELOPMENT IN SAN LUIS POTOSÍ, MEXICO

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ABSTRACT

In order to understand and attend to the highly complex, dynamic and changing environment, government requires of actors –emphasizing those who are involved in the decision-making process whose impact has direct or indirect implications not only inwards public organizations but also outwards of them- better trained and with an extensive knowledge of the duties that must fulfilled in the different positions for which they have been designated for.

This research intends to document and expose in preponderantly descriptive terms, the actions undertaken by the State Organization for Institutional Strengthening of the Municipalities (CEFIM) of the state government of San Luis Potosí, related to the release of descriptions and position profiles of executive actors; highlighting the transcendence and appropriateness the already stated strategy represents for local governments –specifically the case of San Luis Potosí, Mexico-, in terms of search of competitiveness to reach local development comprehensively because these positions are first class in which strategic

responsibilities rest in order to increase the efficiency of municipal public management performance.

Keywords: Local government, innovation, executive positions, position profiles.

Introduction

According to the Organisation for Economic Co-operation and Development (OECD) (2011, p.16), “the role of the government in Mexico has undergone a radical change in the last decades. During the 1980s the country transformed from an economy focused on replacement of importations to an economy that follows a strategy based on exportations. Implemented reforms directed Mexican economy towards foreign trade and investment, reducing the size of public sector by the privatization of industries, such as banking, phone services and airports, that, until then were dominated by property of the State”.

OECD continues stating that “In spite of the size reduction of the public sector, economic crises (both internal, as in 1994-1995, and global, as in 2009-2010) and dependence on petroleum exportations required of the public management of the country to achieve more with less resources. However, recent global crisis also demanded an effective and quick response by the government to compensate the fall in private consumption, so again, the government outlined the challenge to guarantee its own capacity and flexibility to react to unexpected events (an economic crisis, a natural disaster, etc.). Due to the limited room for maneuvering in fiscal policy, the alternative is to have a more effective and efficient government”.

In the same vein, Uvalle (2004, p. 42) mentions that “the times of contemporary society are characterized by the amount of occurrences, incidents and events that cause the intense and complex relations in which market and state, society and government and also citizens and public management articulate processes and strategies that are continuously corroborated in the field of public life”.

Considering this background, it is clear that Mexico needs –on all of its levels of governance: federal, state and municipal- a more efficient public management. In this sense, Pérez (2004, p. 3) states that “it is indispensable that in Mexico the participation of the public servant is suitable of the transcendence of its social responsibility when acting as a change agent

and consequently as a means of society politicization, to learn more about demands and propose responses of quality to the citizenry considering a more dynamic tendency in public management that transforms its own development and enriches the capacity of public personnel performance, based on the identification and understanding of their mission, historically determined in contribution with the State's own reason".

To understand and attend the highly complex, dynamic and changing environment that has been referred in previous lines, government requires actors –emphasizing mainly on those who make decisions which impact has direct or indirect implications not only inwards public organizations but also outwards these-better prepared and with wide knowledge of the functions they are responsible to fulfill in the different work positions for which they have been designated.

In accordance with the above and taking into consideration that municipal governments are constituted as the closest stages of proceedings to citizens demands; San Luis Potosí state government (2009-2015) through the State Organization for Institutional Strengthening of the Municipalities (CEFIM, for its Spanish acronym), has been designing and developing diverse strategies that allow to increase the efficiency of local governments regarding the search for increased competitiveness and development of regions of the federal entity in question.

The CEFIM assumes that, the most important factor in order for local governments to be competitive and improve local development is constituted by human capital responsible for the process of decision making in this level of government. Based on this assumption and seeking mechanics that allow for increased efficiency on the management of human talent at a municipal level, during 2014 CEFIM coordinated the publication of a tool called "Position profiles for municipal public servants", which consists of seven documents identified as "Description and profile of the position", corresponding to the nominations of Town Hall Secretary, Treasurer, Senior Government Administration Officer, Internal Comptroller, Social Development Coordinator, Public Works Director and Agriculture and Livestock Development Director.

If it is taken into consideration what has been expressed by Sánchez (2010, p. 15), when he denotes that "from public management perspective, innovation is the way to enhance the development of public administration", it is considered that the actions undertaken by CEFIM are of innovative nature, combined with the fact that they expect to impact not just a municipality or specific region but all the territory of the state of San Luis Potosí –currently

constituted by 58 municipalities-. In that regard, Ávalos (1995; cited by Sánchez, 2010 p. 15) comments that “in the process of innovation is required an improvement in human resources management”.

Takin heed of the ideas before set out, this research has the purpose of documenting and exposing in terms preponderantly descriptive, the actions started by CEFIM, related to the emission of descriptions and position profiles of: a) Town Hall Secretary, b) Treasurer, c) Senior Government Administration Officer, d) Internal Comptroller, e) Social Development Coordinator, f) Public Works Director and g) Agriculture and Livestock Development Director; emphasizing the transcendence and relevance that the aforesaid strategy represents for local governments –specifically the case of San Luis Potosí, Mexico-, in terms of search of competitiveness to achieve local development in a comprehensive way, since it is about positions of first tier in which strategic responsibilities rest to increase efficiency in the performance of municipal public management.

The document is structured in the following sections: 1. Public sector innovation, an imperative necessity; 2. The pertinence of strategic management of directive human talent in local governments; 3. Why is it needed to improve directive human talent in local governments in order to make them competitive?; 4. How to achieve innovation of directive human talent in local governments so as to impact local development?; 5. Case study: Innovative actions in the state of San Luis Potosí for the purpose of improving directive human talent management on municipal field? and 6. Conclusion.

The results of this research are constituted by an important reference source for the decision-maker actors of public organizations in the three levels of government –federal, state and municipal- of Mexico; as well as by researchers, academics and other people interested in the subject addressed in this document.

Public sector innovation, an imperative necessity

To date, conceptualization of the term innovation continues being dispersed, in virtue of the existence of diverse definitions, typologies and interpretations, depending of the environment in which it is expected to tackle the subject –whether it is private management or public management, in an attempt to delimit its application-. Some authors, such as, Velasco (2002;

quoted by Sánchez, 2010, p. 11), comment that “until just recently innovation was considered a linear model: a process that evolved through the stages of investigation, invention, innovation and dissemination”. On this aspect, it is relevant to emphasize that “currently knowledge about processes of innovation has increased and these are recognized by its continuous interactions and mechanics of feedback that imply science, technology, learning, politics and demand”.

Following that, “the idea of innovation in public management has been a subject of discussion because of the false perception that it must be ‘imitated’ rather than ‘innovated’” (Metcalf, 1996; quoted by Sánchez, 2010, p. 11). However, the authors of the research consider that the need of innovation surpasses by far the action of imitation, by virtue that every organization present peculiarities that differentiate them from each other, without considering that those organizations are located in different context and environments as is the case of the municipalities in Mexico.

The previous is confirmed when Velasco and Zamanillo (2008, p. 135) note that “not only the current condition of technological and scientific knowledge or the knowledge of market necessities but also the present economic, sociocultural and political context can be decisive variables in the innovation process”.

It is considered that in the field of public management, the type of innovation that must be mainly searched is the one that some authors identify as administrative innovation, which can be understood as “the process of creating new and better goods and services that the customers want or the search process for new ways of producing and providing them” (Jones and George, 2008, quoted by Torres, 2012, p. 286).

As it can be observed in the aforementioned definition, “it is indispensable that local governments undertake large innovation processes that lead them to increase the flexibility of their frameworks, to improve services quality and to have a better relationship with the external agents with which they keep a close relation” (Torres, 2012, p. 286). Therefore, things should be done in a different way and there is where innovation plays a transcendental role taking into account that its purpose is “to mark differences in order to produce greater value” (González, 2011, p. 81).

Despite the above, it must be emphasized that the generation of innovation in the public sector faces diverse difficulties. In words of some authors, such as González (2011, p. 81), “in government, stability is rewarded over change: citizenry seeks that government is reliable and

that the services are provided consistently”. On the other hand –the same author exposes-, “innovation, [...], has a component of handling failure and taking risks, two factors that are not related to public sector”; in addition, within government “there is no awareness of leadership subjects centered around the empowerment of the decision-makers or integration of work teams” (González, 2011, p. 81).

To confront the described situation along this section of the document, it is considered essential that public organizations have well prepared public servants –particularly the responsible of making decisions at a management level-, capable of understanding the complexity that public management experiences at the moment because the decisions made alter directly or indirectly not just the public field but also disrupt the interests of private organizations.

The pertinence of strategic management of directive human talent in local governments

OECD (2011, p. 149), considers that “a fair, dynamic and strategic management of the labor public force is a crucial variable to develop a public sector of outstanding performance and to create a modern government”. This postulate is perfectly applicable to any sphere of public management, whether it is about federal government, federative entities governments of Mexico or the municipal governments of the country.

So, why is it important personnel management in public administration –particularly in local governments-? Some authors including Ramió and Salvador (2005, p. 97) answer this question pointing out that “personnel management is not just any other subject but rather, a very basic one with the ability to contribute with the added value and that it explains that a public institution operates properly or not”.

Additionally, Haro (2007, p. 18) comments that “the human resources planning an organization demands is fundamental for its good performance and the achievement of its objectives since, from it, can largely depend provided that the quantity and the suitable profiles to carry out the strategies and institutional programs”. Dussage (2004, p. 42) expresses that “to talk about human capital involves that the public servants are the most important organizational assets of the government and so it must be carefully and strategically managed”.

In the public sector, a strategic human resources management will allow to “generate accelerated changes compared with practices from the past” (Gómez, 2006, p. 168). In this case, is relevant to highlight that human talent management in public organizations must not be limited by “a budgetary and personal services movements management and to a fragmentary training process with low incidence on the mission and institutional objectives and, above all, on the stimulus to institutional change which is the touchstone of strategic management” (Gómez, 2006, p. 168).

Thus, where does directive human talent strategic management heads towards in municipal governments? First, is appropriate to define what a public executive is. Borrowing words from Núñez (2013, p. 92), a public executive is “the one that develops its activities within a complex and bureaucratic context, guided by criteria of equity and protection of the general interest and keeps a key role as mediator between technical and political fields”.

Conversely, it is convenient to underline the competences, skills, knowledge, aptitudes and attitudes that must characterize the people who hold management level positions in public organizations. In this sense, the basic functions of a public executive “consist on the formulation of objectives derivative from political strategy, assignment of the necessary resources to fulfill the implementation of the mentioned policies and proceedings and the suitable management of the people at its expenses whose coordinated actions will make possible the achievement of the objectives. Alongside these basic functions it must be emphasized its role as an informant or adviser of the political power” (Núñez, 2013, pp. 92-93). On this point, is important to note that according to Núñez (2013, p. 93), “the necessary competences for public managers are the same for entrepreneurs: charisma, coaching, communication, information management, conflict management, resource management, negotiation and networking”.

Why is it needed to improve directive human talent in local governments in order to make them competitive?

In a study denominated “Towards efficiency in municipal management” (*Spanish*: “Hacia la eficiencia en la gestión municipal”) made in Costa Rica, Álvarez (2012) found evidence that demonstrate the existence of a series of deficiencies that municipal governments presents, which -in the opinion of the authors of this research- can be applied indiscriminately to other local

governments as it is the case with Mexico -and particularly for the municipal public administration of the state of San Luis Potosí-. The evidence found in the aforementioned study (Álvarez, p. 64) are presented below:

- In relation with strategic planning, there is no effective monitoring of the strategic plan nor consistent tracking to implement a plan of corrective actions that allows to opportunely take care of any identified weakness.
- Regarding the use of communications technology, the municipalities do not make generalized or efficient use of the opportunities that technology offers, to use it as an alternative to improve their management processes and the communication with the community.
- Concerning the quality standards, city councils do not utilize systems recognized at a national or international level, to certify the quality of the management systems so they can measure, on a reliable way, the percentage of compliance of the technical specifications on the services the community offers.
- The municipalities have a strategy of human resources that do not favor the efficiency of municipal management. Development evaluations of municipal public servants are not executed regularly (at least once a year) nor do they make training plans suitable for their identified necessities.
- In relation to internal control, civic participation mechanics do not favor the proactive and independent involvement of civil society in the presentation of complaints and suggestions to improve municipal management.
- City councils do not use, in a constant and proactive way, the options available to encourage communication with the community and as a resource to give account and improve transparency of public management. The use of social media, web pages, e-mail, fliers and communal reunions is limited.

Thus, it is necessary and urgent that municipal governments adopt a series strategies that allow them to improve their performance with a view to promote local development. Álvarez (2012, pp. 64-66) proposes the next actions: 1. To promote communal participation, 2. To improve the use of the technology as tool of municipal management, 3. To improve the quality of the services offered by the community, 4. To promote formal programs of training for the municipal public

servants, 5. To plan and manage specific policies in agriculture, health, education and security, 6. To strengthen social programs that contribute to reduce the social gap and increase social cohesion and 7. To strengthen the efficient use of municipal financial resources.

Furthermore, Acosta (2004, p. 137) indicates that “before problems as lack of employment, social exclusion or the shortage of basic public services, the fragility of municipal institutions is not the most urgent subject municipal governments face but it is without a doubt one of the most important”. In this sense, the same author quotes the hypothesis of Goldratt which “formulates that organizations are designed, organized and managed, consciously or unconsciously, on such a way that they generate the results they get” (Acosta, 2004, p. 137).

According to an analysis realized in many Mexican municipalities of diverse characteristics, the results obtained are presented in Table 1.

Table 1. Organizational diagnosis of municipal public management in Mexico.

Weaknesses	Strengths
1. The functions that diverse administrative areas realize are not clearly defined or delimited which causes duplicities and inefficiencies.	1. There is a permanent contact between municipal presidency and the different dependences of local management.
2. Frequently, human resource profiles do not suit the function they perform.	2. It works directly with the community.
3. There are no policies for the development of human resources nor tools for its regulation.	3. Exists the possibility of establishing a coordination with state and federal dependences for the solution of different problems.
4. Often, public servants do not have authority, resources or enough information for the good performance of their functions.	4. Municipal governments' actions have a direct impact on citizenry life conditions.
5. The model of the organization and the management operation is very centralized.	
6. The tension that exists turns into conflicts between councilors and directors because government function with executive faculty it	

is not sufficiently delimited. 7. There is a high exodus of municipal public servants.	
Oportunities	Obstacles
1. Municipalities have faculty to approve general basis of its public management and management procedures. 2. There is an environment that encourages professionalization of the municipalities. 3. There are different technologies and tools for the stimulus of professionalization in local governments. 4. Citizenry demands greater efficiency and governmental effectiveness that can only be possible in professional governments.	1. The three year period and the scarcity of long term perception of many municipal presidents and councilors. 2. Customer and patrimonial culture of some political parties and municipal authorities. 3. The complexity that implies to establish, for the first time, professional systems of human capital management. 4. The weakness of society that does not allow it to practice greater control and surveillance over government actions.

Source: Created by the authors from Acosta (2004, pp. 138-139).

As it can be appreciated in Table 1, in order to offset the weaknesses that prevail in local governments is necessary to have human talent of a management level which has an appropriate profile that allows it to design and implement effective strategies so as to reduce or eliminate the obstacles reflected in Table 1. Prepared public executive will also be able to take advantage of the strengths and opportunities displayed in the aforementioned table in favor of the municipal public organization of its concerning.

How to achieve innovation of directive human talent in local governments so as to impact local development?

For the purpose of getting the best results in the public executive performance, “the function of each position must be described and stated as accurately as possible so the municipal president or the principal of each of the municipal dependences, know what is to be demanded of everyone

and, when special issues arise that were not considered on the descriptions, to know who is the collaborator that can better respond to that new necessity” (Acosta, 2004, p.140).

In this sense, the same author (Acosta, 2004, p. 141) expresses that the most prominent benefits in the realization of a profile description are: “a) The public servant can perform in a more efficient way knowing perfectly its responsibilities and obligations and b) It permits to avoid function duplicity or the creation of new positions to cover functions that should relapse already on someone or some members of the team”.

According to OECD (2011, p. 192), “the position profiles can be an effective recruitment tool to attract talents”. OECD continues pointing that “they say so much about the culture an institution has: which kind of people wants to attract, what it expects from its personnel and how much freedom it gives them to use their initiative”.

As it can be observed in Table 2, position profiles that accomplish different purposes on human talent management in public organizations allowing them to get diverse benefits.

Table 2. Benefits position profiles generate in human resources management.

1. Position profiles, particularly when they are used in conjunction with a frame of competences, offer a frame to evaluate employee development and its necessities of training, to design development and training programs and to orient training budget.
2. They can be utilized as a part of professional career management and succession planning in order to outline possible career directions and give employees a clear image of the requirements of diverse employments.
3. They are useful to contribute to human resources planning as it allows for the institution to form a point of view of the changing aptitude necessities.
4. If an institution develops a generic positions profiles set, these can support the mobility and flexibility in personnel hiring, specifically if they can be managed online with tools that facilitate their use by executives.
5. Position profiles can be linked with development management because they establish key results that are expected from employees and they help them to know which competences are needed. Conversely, developed information in the context of implementation of a development management system can also be useful to create position profiles.

6. Position profiles can be used in evaluations, in the cases where general profiles are created and utilized as a comparative evaluation frame.

Source: Created by the authors from OECD (2011, pp. 193-194).

Case study: Innovative actions in the state of San Luis Potosí for the purpose of improving directive human talent management on the municipal field

The state of San Luis Potosí is located on the north center of Mexico. Its geographic borders are: a) To the north: Coahuila, Nuevo León, Tamaulipas and Zacatecas, b) To the south: Guanajuato, Hidalgo and Querétaro, c) To the east: Veracruz and d) To the west: Jalisco and Zacatecas (Vega, 2008). Because of its geographic, physical and economical traits San Luis Potosí is divided in four regions: Zona Centro, Zona Huasteca, Zona Altiplano and Zona Media. Presently, San Luis Potosí has 58 municipalities, distributed across the length and width of its territory and with very particular characteristics. It is a federal entity of the ones cataloged as medium (in terms of size, compared to other states) -it holds the 15th position in Mexico-.

San Luis Potosí state government (2009-2015) has undertaken, through CEFIM, actions to look for municipal development, such as trying to standardize and make equivalent public management of municipal public management. Henceforth, during 2010 and 2011 the publication of the denominated “Practical guides for municipal authorities and public servants”, as mechanics or strategic tools to improve local governments performance in their territory.

From this background and taking into account legal reforms made by the federal government (2012-2018) –which also impact directly or indirectly in local governments-, the necessity to modify the mentioned guides arose so as to generate a general document integrated by the descriptions and position profiles of: Town Hall Secretary, Treasurer, Senior Government Administration Officer, Internal Comptroller, Social Development Coordinator, Public Works Director and Agriculture and Livestock Development Director, that was called “Position profiles for municipal public servants: Volume 1 to 7”.

For the production of the document referred in the previous paragraph, CEFIM directed and coordinated the participation of different actors from diverse fields such as, governmental (federal, state and municipal), non-governmental and several higher education and post-graduate institutions –both private and public-, with the intention of producing a well-founded document

and thoroughly justified content for its effective application on the municipal sphere –equally for authorities that currently are performing their functions and those that are elected in future electoral processes.

In order for the reader to have a general outlook about the content of each of the volumes that integrate the “Position profiles for municipal public servants”, in Table 3 it is displayed a general structure that CEFIM applied to define the description and profile of each of the management level positions of the municipalities that have been mentioned before.

Table 3. Structure of the descriptions and profiles of executive positions in municipal public management of the state of San Luis Potosí.

Basic Elements	Second-tier Elements	Third-tier Elements
I. Position description	1.1 Management unit name	
	1.2 Position title	
	1.3 Position objective	
	1.4 Position it reports to	
	1.5 Normative and administrative frame that recruits it for the position	1.5.1 Normative frame
		1.5.2 Administrative frame
	1.6 Faculties and obligations	
	1.7 Functions	
	1.8 Decision-making within position activities	
	1.9 Position organization chart inside the organization structure	
	1.10 Functions of susceptible areas of focus so the position accomplishes its objectives	
	1.11 Designation	
	1.12 Legal requirements it must cover	

II. Position Relations	2.1 Internal Relations	
	2.2 External Relations	
III. Position profile	3.1 Professional profile	3.1.1 Level of education according to the valid legal frame
		3.1.2 Ideal level of education
	3.2 Supplementary education	3.2.1 Necessary and desirable, specialized and technical knowledge that must have and handle
		3.2.2 Desirable control over a native language
	3.3 Work experience	3.3.1 Ideal work experience
	3.4 Traits of the person occupying the position	3.4.1 Desirable dexterity and specific attitudes
		3.4.2 Identification of another ideal trait
of thematic content of		

Source: Created by the authors from CEFIM (2014).

Derivative from the information showed in Table 3 and for the purpose of letting the reader know how information was compiled to integrate the descriptions and profiles of the positions considered in the “Position profiles for municipal public servants: Volume 1 to 7”, Table 4 exhibits the example corresponding to the position of Senior Government Administration Officer. It is important to mention that because of the huge amount of information that each case in particular considers, in this document the rest of positions are not featured for reasons of space.

Table 4. Description and profile of the position of Senior Government Administration Officer, corresponding to the municipalities of the state of San Luis Potosí.

I. Profile description	1.1 Name of the administrative unit:
	Senior Government Administration Office
	1.2 Title of the position:
	Senior Government Administration Officer
	1.3 Position objective:
	To plan, to organize, to direct and to control human, material and technical resources, as well as, the acquisitions, property alienation and the contracting and provision of necessary services for de efficient performance of the functions and attributions of municipal public management
	1.4 Position it reports to:
	Municipal president
	1.5 Normative and administrative frame that recruits it for the position:
	1.5.1 Normative frame:
	1.5.1.1 Federal: Political Constitution of the United Mexican States; Federal Labor Law; Federal Law for State Workers, Regulation of Paragraph B) of Article 123 of the Constitution; General Government Accounting Law; Law of Acquisitions, Leases and Public Sector Services; Law on Public Works and Related- Services; Regulation of the Law of Acquisitions; Leases and Public Sector Services; and Regulation of the Law of Public Works and Related Services.
	1.5.1.2 State:

	<p>Constitution of the State of San Luis Potosí; Law of Acquisitions, Leases and Services Related to Personal Property Services; State Archives Law of San Luis Potosí; Law of State Property and Municipalities of San Luis Potosí; Law of Delivery-Reception of Public Resources of the State of San Luis Potosí; Law of Workers Serving Public Institutions of the State of San Luis Potosí; Law of Administrative Procedures of the State and Municipalities of San Luis Potosí; Law of Responsibilities of Public Servants of the State and Municipalities of San Luis Potosí; Law of Patrimonial Liability of the State and Municipalities of San Luis Potosí; Law of Transparency and Access to Public Information of the State of San Luis Potosí; Free Municipality Organic Law of the State of San Luis Potosí; Regulatory Law of the Article 133 of the Constitution of the Free and Sovereign State of San Luis Potosí, Regarding Remuneration; Organic Law on Public Administration of the State of San Luis Potosí and Law for the Protection and Integration of Disabled People in the State of San Luis Potosí.</p> <p>1.5.1.3 Municipal:</p> <p>Police and City Government Proclamation; Internal Regulation of the Municipal Public Administration and Internal Regulation of the Local Government, Approved and Published in the Official Gazette of the State.</p>
	<p>1.5.2 Administrative frame:</p>
	<p>Municipal Development Plan; Internal policies Established by the Municipality; General Manual of Organization of the Municipality and Manual of Procedures of the Senior Government Administration Office.</p>
	<p>1.6 Faculties and obligations:</p>
	<p>The functionality of the position is set in accordance with Article 84 of the Organic Law of the Free Municipality of the State of San Luis Potosí, which considers the following: I. Assist the Treasurer in the formulation of plans and programs of public spending and in preparing the annual budget of expenses; II. Authorize the current municipal dependences spending; III. Purchase goods and provide the services required for the better functioning of the City Council; IV. Provide timely to the dependences, administrative units and municipal bodies, of the human and</p>

material resources necessary for the performance of their duties; V. Lift and update the general inventory of movable and immovable property owned by the municipality in coordination with the Treasurer and Trustee; VI. Manage, control and monitor the general warehouses of the City Council; VII. Check the servicing of vehicles, machinery, furniture and equipment of the City Council; VIII. Participate in the delivery-reception of the administrative units, agencies and municipal entities, together with the Trustee and the Internal Comptroller; IX. Dispatch personnel nominations given by the City Council or the Municipal President and address matters regarding labor relations with employees of the municipality, and X. Others indicated by municipal laws and regulations.

In accordance with the Regulatory Law of the Article 133 of the Constitution of the Free and Sovereign State of San Luis Potosí, regarding remuneration , the Senior Government Administration Officer in charge of human resources of local government, must provide elements for: I. Prepare the tab for public servants, which determines the gross amounts of monetary portion of their compensation and the non-cash portion that will manifest, noting the benefits that constitute it by level, category or position; II. Issue the manual for the development of tabs within the three months following the publication of the respective budget, with the participation of the labor union being the holder of the collective labor contract, where it is established that: a. The units responsible for the development of disaggregated tabs remuneration; b. The tab for the respective current budget year; c. The basic organizational structure; d. Practices and dates of remuneration payments; and e. Authorization policies of promotions and/or salary adjustments, and policies for allocation of variable perceptions such as bonuses, compensation, incentives and awards for core staff and temporary workers.

According to the provisions of Article 56 of the Law of Responsibilities of Public Servants of the State and Municipalities of San Luis Potosí, "The faculties and obligations of the Senior Government Administration Officer: All public servants have the following obligations to safeguard legality, honesty, loyalty, impartiality and efficiency that should be observed in the performance of their job, position or commission, and whose failure will cause administrative responsibility, which will lead to the procedure and the corresponding sanctions.

	1.7 Functions:
	In addition to the legal framework, there are functions that relate to the position of the Senior Government Administration Officer, which are: 1) Support the planning, programming and monitoring of public spending; 2. Purchases; 3. Procurement of services for the proper development of services of administrative units; 4. Control of the warehouse; 5. Production and inventory control in coordination with the Treasurer and Trustee; 6. Vehicle Control; and 9. Personnel Management.
	1.8 Decision-making within position activities:
	1. Develop work programs for its area in terms of the municipal development plan; 2. Establish policies for recruitment, selection and hiring of staff in accordance with current regulations; 3. Design and implement training programs for the staff of the municipal management; 4. Coordinate relationships and contribute, assist and intercede in negotiations with the labor union or workers' representatives; 5. Make purchases, disposals and contracting services for the municipal public management, in accordance with current regulations, 6. Collaborate providing information of its competence to comply with transparency obligations and 7. Establish in coordination with the Treasury and the Municipal Audit Office, policies, standards and guidelines for planning, programming, maintenance and control of acquisitions, leasing and supply of goods and services.
	1.9 Position organization chart inside the organization structure:
	In this part the graphical representation of the position is indicated, considering the location it should occupy in the organizational structure of the municipality. In the case of the position of Senior Government Administration Officer, is located in a third hierarchical level, considering that the first is the City Council, the Municipal Presidency second and finally the Senior Government Administration Office.
	1.10 Functions of susceptible areas of focus so the position accomplishes its objectives:
	Description of the functions of susceptible areas of focus that could depend on the Senior Government Administration Office.

	Naming of the área of attention	Area objective	Functions
	1. Human Resources	Provide the municipal administration of human capital necessary for the fulfillment of its objectives, coordinating the efficient management of labor relations.	1. Recruitment of candidates; 2. Development of the tab; 3. Personnel selection; 4. Contracting; 5. Update and integration of personnel records; 6. Attendance and punctuality control of employees of the municipality; 7. Integration and social benefits and salary payments and 8. Training.
	2. Purchases	Make acquisitions, leases or service contracts scheduled or required by the administrative units of the municipality for the performance of their duties.	1. Establish policies needed to optimize the use of goods and services and support services of the municipal public administration; 2. Build and upgrade template providers of the City Council; 3. Evaluate through the Committee of Acquisitions, Leasing and Services of the City Council and sign awarded contracts and purchase orders; 4. Provides generically supplies and other material goods and services required by government and municipal public administration; 5. Manage the processing of payment of telephone services in any form, electricity, potable water, sewage system, drainage system, parking leases, fuel, license plates, vehicles and insurance holdings for official vehicles; 6. Supervise the proper care of requests for repair services and preventive and corrective maintenance of the vehicle fleet; 7. Assist in the drafting of budget expenditures of the municipality.

	3. Management	<p>Supply support services to the operation of local government such as supplies, warehouse control, inventories of movable and immovable property, maintenance, cleaning, among others.</p>	<p>1. Monitor the development of the monthly conciliation of budget and accounting records, and the preparation of their respective tracking and monthly reports; 2. Distribute the materials to the administrative units that request it, establishing control requirements; 3. Review the evidentiary documentation of expenditure received from the municipal administrative units for the authorization of the Senior Government Administration Office; 4. Document the appropriate safeguards for the furniture and equipment assigned to each public servant; 5. Lift and update the inventory of movable and immovable property in coordination with the Treasurer and Trustee; 6. To supervise, coordinate and control the existence of warehouse inventory in relation to stationery items, toiletries, plumbing, electricity, computer consumables and safety equipment, with monthly reports; 7. Receive and integrate the general monthly order of materials requested by administrative units as well as coordinating the reception and distribution of them to applicant areas; 8. Manage, coordinate and supervise the deposits of municipal vehicles; 9. Receive information about the administrative units and integrate organizational manuals and procedures and keep them updated; 10. Maintain and keep in good condition the vehicle fleet, control and record maintenance and repair thereof; 11. Attend municipal officials and employees on matters relating to its jurisdiction; 12. Coordinate the integration of content for the municipal government report to be submitted to the Senior Government Administration Office before other administrative units; 13. Keep updated the documentation relating to this area and 14. Maintain in good condition the furniture and equipment assigned to the Senior Government Administration Office area.</p>
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	4. Computing and Systems	Plan, implement, monitor and maintain proper operation of computer systems, networks and computer equipment collaborating on the optimization of administrative processes through technological solutions.	1. Installation and support of network and computer equipment; 2. Design, implementation and maintenance of intranet; 3. Contribute to the improvement of administrative activities through the automation of processes and the use of computer tools; 4. Efficiently manage technological resources arranged in different areas of the municipal administration to ensure their availability and proper functioning; 5. Provide the technological means to facilitate internal and external communication; 6. Keep up to date in order to assimilate technological changes and to train authorities and officials in the management and utilization of current technology and 7. Safeguarding information and have contingency plans to minimize the risk of loss.
	5. General Services	Plan and implement programs of preventive and corrective maintenance of the moveable and immovable property of the municipality.	1. Check the servicing of vehicles, machinery, furniture and equipment in charge of the council; 2. Manage service jobs and maintain the movable and immovable property of the municipality; 3. Provide services to have the necessary connectivity for the development of administrative activities and 4. Design and implement a preventive maintenance program for vehicles, machinery, furniture and equipment in charge of the municipality.

	6. Medical Services	<p>Plan, organize, direct and control the provision of medical services for the workers of the City Council and its economic dependences.</p> <p>1. Manage contracts with the provider firms of medical services (hospitals, pharmacies, optical shops, laboratories, etc.); 2. Monitor compliance with the terms and conditions agreed in the contract with the management company for major medical expenses; 3. Develop, disseminate and operate policies for the provision of medical services to right holders and their beneficiaries; 4. Assist channeled actions for detection, analysis, and risk prevention at work, together with the Human Resources Direction; 5. To establish, collect and protect medical records of assignees and their beneficiaries; 6. To authorize and control the development of clinical and diagnostic analysis in external laboratories, passes for health care specialists and concerted hospitals; 7 Process and control the granting of aid for lenses, as established in the collective labor agreement between the municipality and its employees; and 8. Receive, review and process at the Municipal Treasury the payment of all the bills for services and products provided by hospitals, pharmacies, optical stores, laboratories and other providers; upon completion of the administrative, tax and health compliance.</p>
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	7. Administrative Support	Organize and control the documentation and correspondence that is handled in the Senior Government Administration Office, as well as direct or telephone service attention to the citizenry and the preparation of all documents needed either to request a resource and/or service or report any orders superior to subordinates, besides the superior chief management agenda.	1. Write and transcribe letters, memorandums, file cards, reports, memos and documents in general; 2. Send documents to dependencies or institutions; 3. Receive, review and record the correspondence; 4. Address and make phone calls; 5. Manage, monitor and update the file of documents in their charge; 6. Provide information to the citizenry; 7. Collaborate with the areas of the Senior Government Administration Office in the various tasks entrusted to it; 8. Follow up issues of the Senior Government Administration Office; 9. Perform material requisitions for its area; 10. Manage the agenda of the Senior Government Administration Office; 11. Keeping up to date the directory of administrative areas of the municipality; 12. Provide information to staff about the various procedures carried out in their area; 13. Address and channel the requests made by the dependences of the municipality; and 14. Others determined by the Municipal Presidency, the Senior Government Administration Office and the regulations and organization manuals of the City Council.
1.11 Designation:			
<p>The Organic Law of the Free Municipality of the State of San Luis Potosí, determines the structure, organization and operation of the municipal government in the State of San Luis Potosí, in accordance with Article 115 and other relevant articles of the Constitution of the United Mexican States, and regulates the provisions of the Constitution of the State of San Luis Potosí concerning the free municipality.</p> <p>Thus, according to Article 70, Section V of the Organic Law of the Free Municipality of the State of San Luis Potosí, where it is stated that "the</p>			

II. Position Relations	municipal government has the faculty and obligation to propose to the City Council at the first meeting of council, the designation of the Secretary, Treasurer, Comptroller, Senior Government Administration Officer and Municipal Delegates. The proposal presented by the municipal president shall be subject to approval by the City Council; if not agreed applicable, the municipal president will present at the same meeting a short list of candidates for each position, from which the City Council will make the respective designation, if this collegial body does not agree favorably or denies the proposed candidates, the Municipal President will immediately issue the designation in favor of any member of the proposed three candidates for each position”.	
	1.12 Legal requirements it must cover:	
	According to the provisions of Article 83 of the Organic Law of the Free Municipality of the State of San Luis Potosí, the Senior Government Administration Officer must meet the following requirements: "I. Have a professional bachelor's degree title; II. Not be related by blood or marriage, up to a fourth degree, to any member of the City Council, and III. Not have been convicted by final judgment for committing economic crimes that merited deprivation of liberty. "	
	2.1 Internal Relations:	
	Position descriptions of administrative areas at the municipal level, with which the Senior Government Administration Office will relate to the performance for their functions internally and the subject on which there may be relationships.	
	City Council / Areas	Subjects
	1. Municipal Presidency	1. Proposal for general human resources policies and acquisitions; 2. Proposal of rules and criteria for setting the parameters for allocating remuneration of its members; 3. Feedback for the design of the Income Law; 4. Feedback for the design of the expenditure budget and 5. Convene principles and guidelines for negotiations with the labor union or employee representatives.

	2. Labor Union	Addressing issues related to the employment relationship between workers and City Council.	
	3. Administrative Units	1. Detection of human resource needs; 2. Detection of training needs; 3. Implementation of training programs; 4. Issues for payroll processing; 5. Advice on labor matters of its competence; 6. Detection of needs for supplies, services and materials.	
	4. Municipal Transparency Unit	Delivery of requested information by the municipal public administration to the public information unit, in compliance with the provisions of the Law of Transparency and Access to Public Information.	
	2.2 External Relations:		
	Position descriptions of other agencies or institutions in the federal and/or state level with which the Senior Government Administration Office will relate to the performance of their functions and possible topics to deal with.		
	Dependences		Subjects
	Educational institutions, state and federal offices and agencies.		Gestión y coordinación de actividades de capacitación para personal del municipio.
III. Position Profile	3.1 Professional Profile:		
	3.1.1 Level of education according to the valid legal frame:		
	According to the provisions of Article 83 of the Organic Law of the Free Municipality of the State of San Luis Potosí, to be Senior Government Administration Officer is required to have professional bachelor's degree title.		
	3.1.2 Ideal level of education:		
	Description of the desirable degree of studies the candidate should possess in order to aspire for the Senior Government Administrative Office position as well as the degree the candidate should preferably hold for an optimum performance in the position.		

Bachelor’s Degree	1. Public Management Career; 2. Business Management Career; 3. Economy Career; 4. Accounting Career; 5. Related Careers		
3.2 Supplementary Education			
3.2.1 Necessary and desirable, specialized and technical knowledge that must have and handle:			
Description of the desirable degree of specific and technical expertise that the applicant should have to aspire to the Senior Government Administration Office, in order to achieve an optimal performance of its duties.			
Desirable and necessary specific knowledge for the position		Desirable and necessary technical knowledge for the position	
1. Management; 2. Planning; 3. Management of Human Resources; 4. Public Management; 5. Labor Relation; 6. Legal Framework of the Municipal Government and 8. Purchasing.		a) Office 2010 or higher, b) Conflict management, c) Negotiation.	
3.2.2 Desirable control over a native language:			
Description of the native language knowledge the applicant for the Senior Government Administration Office position, needs to have in order to establish an equitable relationship between the inhabitants of the municipality, according to the following criteria:			
Municipality	Native Language		
	Náhuatl or Mexican	Huasteco or Teneek	Pame or Xi'oi
1. Alaquines			X
2. Aquismón	X	X	
3. Axtla de Terrazas	X		

4. Ciudad del Maíz			X
5. Ciudad Valles		X	
6. Coxcatlan	X		
7. Ébano	X	X	
8. Huehuetlán	X	X	
9. Matlapa	X		
10. San Antonio		X	
11. Santa Catarina		X	X
12. San Martín Chalchicuautla	X		
13. San Vicente Tancuayalab		X	
14. Rayón			X
15. Tamasopo			X
16. Tamazunchale	X		
17. Tampacán	X		
18. Tampamolón Corona	X	X	
19. Tamuín	X	X	
20. Tancanhuitz de Santos	X	X	
21. Tanlajás		X	
22 Tanquián de Escobedo		X	

23. Xilitla	X	X			
3.3 Work Experience					
3.3.1 Ideal work experience					
Description of the activities performed by the aspirant to the Senior Government Administration Officer position, at any level of government and in the private sector.					
Government Level or Private Sector	Áreas	Time Period			
Municipal or State	1. Human Resources; 2. Purchases; y 3. Patrimonial Control	- A year			
Private Sector	1. Human Resources; 2. Purchases; y 3. Patrimonial Control	- A year			
3.4 Traits of the person occupying the position:					
3.4.1 Desirable dexterity and specific attitudes					
Description of the competences, skills and attitudes necessary for the aspirant to the Senior Government Administration Officer position, for the appropriate performance and development of its duties.					
Required skills and attitudes			Required Level		
			Low	Medium	High
1. Decision-making. To choose correctly the best alternative.					X
2. Leadership. Ability to lead a work team to the accomplishment of set goals.					X

3. Customer orientation. Guiding personal and group efforts that allow to provide an excellent service.			X
4. Conflict Management (Problem Resolution). Efficiency and quality to resolve a problematized situation.			X
5. Communication. Establish connections and transmit understandable information.			X
6. Initiative. Propose and contribute with ideas and be proactive			X
7. Negotiation. Ability to intervene in conflict mediation agreement between involved actors.			X
8. Ethics. Establish the magnitude of their actions and how to address them in a more positive and comprehensive manner, ensuring the public interest.			X
3.4.2 Identification of another ideal trait			
Description of special requirements that the applicant for the Senior Government Administration Officer position must possess to meet its obligations in a timely manner.			
Ideal special condition for the position	Explanation	Justification	
Service Vocation	Enjoyment, interest and attitude of serving	Acting on behalf of the population, without interests outside it.	
Availability to travel	Without complications to leave the municipality	Visit municipalities inside and outside of the state to attend training.	
Fluency	Ability to communicate and express ideas and concepts according to its interlocutors	Must perform work of negotiation and persuasion with the workers.	
Work under pressure	Work in adverse weather conditions or work	Make effective and efficient decisions.	

		overload.	
	Wide schedule availability	Without complications to work certain days and times.	Work overtime and/or days outside working hours (Saturday and Sunday), according to the addressed social need.
IV. Definition of thematic content of the position	Main functions that must be executed by the Senior Government Administration Office in order to achieve the goals established within the valid legal frame:		
	Function	Theme Description	
	Assist the treasurer in the formulation of plans and programs of public spending and in preparing the annual budget expenditures.	1. Municipal Public Finance: Accounting Harmonization, 2. Regulations: General Law of Government Accounting; Law of Budget, Accounting and Public Spending of the State; Law of Responsibilities of Public Servants of San Luis Potosí and Municipality Income Law.	
	Authorize the current municipal dependences spending.	1. Municipal Public Finance: Accounting Harmonization, 2. Regulations: General Law of Government Accounting; Law of Budget, Accounting and Public Spending of the State; Law of Responsibilities of Public Servants of San Luis Potosí and Municipality Income Law.	
	Purchase goods and provide the services required for the best performance of the City Council.	1. Acquisitions, 2. Regulations: Law of Acquisitions of the State of San Luis Potosí.	

Provide timely to dependences, administrative units and municipal bodies the human and material resources needed for the development of their tasks.	1. Acquisitions, 2. Labor Relations, 3. Regulations: Organic Law of the Free Municipality of the State of San Luis Potosí ; Acquisitions Law of the State of San Luis Potosí; Law of Workers at Service of Public Institutions of the State of San Luis Potosí; Regulatory Law and Article 133 of the Constitution of the State of San Luis Potosí regarding Remuneration.
Lift and update the inventory of movable and immovable property of the City Council in coordination with the Treasurer and Trustee.	1. Inventory Control of Movable and Immovable Property and 2. Regulations: Law of Transparency and Access to Public Information in the State of San Luis Potosí; General Government Accounting Law; Specific Rules of Heritage Recording and Valuation; Guidelines for the Assist Register Subjected to the Archaeological, Artistic and Historical Goods Inventory In the Custody of Public Bodies; Guidelines for the Catalog Development of Real Estate which allows automatic interaction with the Object Classifier of Expenditure and Accounts list and Estimation Parameters of Service Life .
Manage, control and monitor the general warehouses of the City Council.	1. Asset Control: Inventory Control and 2. Regulations : General Government Accounting Law; Law of State and Municipalities Property of San Luis Potosí; Law and Responsibilities of Public Servants of San Luis Potosí.
Control the servicing of vehicles, machinery, furniture and equipment in charge of the City Council.	1. Vehicle Control

Participate in the delivery-reception of administrative units of the agencies and municipal entities, together with the Trustee and the internal Controller.	1. Filling delivery-reception formats, 2. Regulations: Law of Delivery-Receipt of Public Resources of the State of San Luis Potosí.
Dispatch personnel designations given by the City Council or the Mayor and deal with issues related to labor relations of employees of the City Council.	1. Recruitment and selection; 2. Hiring; 3. Training; 4. Labor Relations; and 5. Regulations: Regulatory Law of Article 133 of the Constitution of the State of San Luis Potosí on Remuneration and Law of Service Workers of the Public Institutions of the State of San Luis Potosí.

Source: Created by the authors from CEFIM (2014).

As it can be appreciated in Table 4, the description and position profile of Senior Government Administration Officer for the case of the municipalities of the state of San Luis Potosí, includes enough information that allows to detect, on one hand, which are the functions that the holder of the position must execute and, on the other hand, which professional and personal characteristics an aspirant for the mentioned designation must possess.

Conclusions

Derivative from the analysis and review of the information gathered for the elaboration of this document, on the following lines some conclusions will be exposed.

It is definitive that economic, technological, political and social conditions, among many others, transform at a really rapid pace in recent times, in comparison with other eras. This situation causes organizations to seek for new ways to achieve goals, if they want to keep working within a competitive, unstable and highly changing environment, as the one that currently domains across the globe.

Public organizations -whether federal, state or municipal are not exempt from suffering the aforementioned consequences, which have also had to resort to seek other work schemes that allow them to effectively achieve the objectives that these institutions have previously set out for themselves.

In this sense, “a success factor in organizations, on the global context that exists the orb at the present, is their ability to change in an appropriate way, transcending the idea of adaption to reach the idea of transformation, this means, to develop the capacity to modify not just structures but also the skill to reconsider deeper elements, such as, principles, behavior, culture and operation methods, maintaining an attitude of renovation and permanent learning” (Barret, 1997; Font et. al., 1999; Berckhard, 1998; all quoted by Calderón, Cuartas and Álvarez, 2009, p. 152).

The search for new ways of attaining objectives, the creation of ideas that permit them to resolve market inclemency, the design of fresh methods and techniques to implement work

processes, in addition to different actions produce for the same purposes; is what several authors have cataloged as innovation.

Taking into consideration the central subject addressed in this research and borrowing the information noted by Calderón, Cuartas and Álvarez (2009, p. 165), when they express that innovative practices of human management are constituted as those “actions that encompass organizational transformation processes as well as evaluate the role of human management while answering to critical problems of the organization”; in this particular case establishing the “Position profiles for municipal public servants” by CEFIM can be classified as an innovative strategy within local governments field.

Even when in this document competitiveness variable was not widely approached, the authors consider that searching for outlines that allow for the arrival of people with a more suitable profile to occupy executive positions in municipal spheres, will definitely have a favorable impact in the development of the regions involved. It is possible to contract more visionary people with leadership ability and with a better preparation regarding administrative and technical aspects.

However, it must be highlighted that the tool designed and implanted by CEFIM in the specific case of the municipalities of the State of San Luis Potosí, does not constitute the panacea that will give an absolute solution to the difficulties that affects these municipalities because many more actions are required to support the purpose the mentioned position profiles expect to attain.

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