

Evaluation of the Organizational Model
of the Mexican Federal Government: PEMG

Research Project

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Abstract

This study is related with the Organizational Theory discipline. We deliver a research paper proposal dealing with a topic in the strategy field to contribute to the discipline, with an empirical test of a case study therefore, *we propose to study and evaluate some aspects of the organizational model of the Mexican government in the executive power.*

First of all we present the *Conceptual background and hypothesis* which sets up the problem to be explored. The objective is to evaluate the Organizational Model of the Federal Government from 2007 to 2010 on a systemic basis; this carries the recovery of parts of the revision made in the mentioned seminar and recommendations for future modeling. The main research question says: *Is the Federal Organizational Paradigm the right model to take Mexico into the path of second decade of the XXI century?*

The second section, *Theory development*, is divided in two parts: the theoretical frame, and the context description. We followed the spiral of knowledge to develop the main approach for a suitable procedure going *from the organizational theory principles, to the theory of bureaucracy and ending with a description of Mexican federal organizational models.*

The *Methodology Proposal* section establishes this as a combined study, quantitative and qualitative. Some objectives and questions are achieved through a statistical approach design, and for the qualitative component, we will structure an *expert's interview* for three subjects possessing great knowledge and experience about the object of study.

About style, this work follows the standards for research papers given by the American Psychological Association protocol.

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I. Hypothesis

The decades since the 1980s have been distinguished as an era of rapid change in the public sector with an overwhelming impact of the well being of the population. Traditional bureaucratic administration has been severely challenged on the grounds that they are intellectually bankrupt, inept, inefficient and unaccountable. In this scenario, modernization strategies of public services include major attention to results in terms of efficiency, performance and quality. This is related with the organizational model of a government.

Through these short premises we can understand México is looking for new paradigms to live a new period of its history. To take the next step along this path of modernization, federalism and democracy, the government has to seek for the right tools, the right model to plan, execute and evaluate the strategies and the actions for all the facets of a country's life.

For President Calderon the answer is in the model he proposed at the beginning of his administration, operated by the *Secretaría de la Función Pública, SFP*; so we establish as the object of this study the *Programa Especial de la Mejora de la Gestión*, known as PMG.

The main objective of this study is to evaluate the Organizational Model of the Federal Government from 2007 to 2010 on a systemic basis. In order to accomplish this we need to accomplish other concatenated objectives. They are: (1) we need to recover a theoretical revision, the main points of the related organizational theories to establish the state-of-the art of the object under study, (2) based on the experts, recommendations will be made for building better strategies in future organizational models.

To match the objective we established the main research question and secondary questions as well: (a) According to specific categories of analysis, which are the values that characterize the PMG? (b) How has the Bureaucracy Model been adapted in the Mexican

Bureaucracy? (c) What can be suggested from the *contemporary organizational theories* to increase the affectivity of the Mexican case? Gathering information and knowledge about those variables, the *primary research question* may take the analysis and the synthesis into the evaluation stage, so we ask: *Is the Federal Organizational Paradigm the right model to take Mexico into the path of second decade of the XXI century?*

It is very important to mention at this point, this research does not incorporate a hypothesis as Hernández (2005) and Cooper & Schindler (2001) establishes “researchers often use a research question than a descriptive hypothesis”. We also have to set some limits in the development, approach and scope of the study:

- It will consider only the first four years of President Felipe Calderón period.
- Official results of the strategies, actions, and models applied are not considered since this analysis tries to work out of the ideological platform that is in the power.
- The number of bureaucrats is huge so we will only work with a sample of a given universe. The unit of analysis is bureaucrats participating in very well educative institutions as students of courses, seminars, masters and so on.
- Maybe the most important consideration is that public organizations are mainly related with conceptions, tendencies and customs of politics, with the existence and use of power, but they are also related with many other facts and situations of the State, the Government, Politics (all of them possible objects of study). Of this entire plethora, we decided to study one facet of reality, where the organizational facts are the main ones for us.

II. Theory development

2.1 *The theory of the organization*

Daft (2003) says the theory of the organization is a way to analyze, to visualize, and to think about organizations deeply. This form goes beyond opinions and personal experiences. The base is given through patterns and regularities on organizational design and behavior.

Organizational researchers look for these patterns, then they define them, measure them and divulgate them to rest of the community. The Organization Theory might be as ancient as the humanity, but for practical purposes the management community has set the beginning around the end of the XIX century. Of course once in a while a lot of methods and techniques are recovered from other centuries.

Márquez (2010) divides curricularly the study of the paradigms in this way: *the classical theories; the founding fathers of the organizational theory; the behavioral and organizational revolution; strategic management, decision making and resources; recent perspectives and future paradigms.*

2.2 *A brief ride on the paradigms of the organization*

The first group gathers the focus on the scientific principles and the focus on the administration process. People like Frederick Winslow Taylor, and Henri Fayol thought organizational decisions and the achievement of efficiency must have a base of scientific procedures. The four objectives of management under scientific bases are as follows: (a) The development of scientific standards for each element of a man's work to replace the old rule-of-thumb methods. (b) The scientific selection, training and development of workers instead of allowing them to choose their own tasks and train themselves as best they could. (c) The

development of a spirit of hearty cooperation between workers and management to ensure that work would be carried out in accordance with scientifically devised procedures. (d) The division of tasks between workers and the management in almost equal shares, each group taking over the work for which it is best fitted instead of the former condition in which responsibility largely rested with the workers. Self-evident in this philosophy are organizations arranged in a hierarchy, systems of abstract rules and impersonal relationships between staff.

After the Classic Theory of Management, other paradigms appear. The Hawthorne Studies were conducted from 1924 to 1936 at the Western Electric Hawthorne Works in Cicero, Illinois, where Harvard Business School professor Elton Mayo examined productivity and work conditions. The results of the experiments were contrary to the Scientific Management and were crucial in bringing about an understanding of motivation factors in employment. A new paradigm was emerging. The studies had a profound effect on the field of Organizational Development and on our object of study, the Organization Theory. Along Dr. Mayo, there are other researchers as Dr. Douglas McGregor and the very well known Peter Drucker. According to some authors as Drafke (2004), these new models are known as the behavioral approach to organization.

Beginning in the early 1950s, this approach represented a substantial progression from human relations. The behavioral approach did not always increase productivity. Thus, motivation and leadership techniques became a topic of great interest. This school understands that employees are very creative and competent, and that much of their talent is largely untapped by their employers. Employees want meaningful work; they want to contribute; they want to participate in decision-making and leadership functions.

Psychology applied to organizations became a fashion and even a need; and just behind on this path, the Sociology was also emerging to contribute to the Organizational Theory. The work of sociologist about organizations began as the *Theory of Bureaucracy*; the first researcher

was Maximilian Weber. The heritage of the bureaucratic model for a while was the characterization of the organization as a rational system for decision-making and trouble solving of facts. This topic is central for the study so there is a special space devoted to it.

According to Daft (2003), all of the presented theories worked correctly during the 1950s and the 1960s. There are many explanations to understand this fact, one that is a challenge is that during that period the European and Japanese Economies were living a post war situation leaving most of the chances open to the American companies. But in a rather accelerating way as boundaries between cultures and nations are blurred and new communications technology makes possible to think of the world as a global village,¹ the scope of international and intercultural relationships is rapidly expanding. The pace of organizational activity picks up dramatically. These trends indicated a heightened level of intensity in organizations and management, and therefore in the theory of organizations.

Three different theories emerged under the umbrella of the new world suffering a globalization process. They were: (a) The models or generations of the Quality Paradigm. (b) The studies about Organizational Culture made by Peters, Waterman and Austin. (c) The very well known models of the Institutional Theory and the theories based on the environment relation.

2.3 A theory for public organizations

There are two main approaches or theories related with this way of visualizing an organization. According to Del Castillo (1997) we have: (a) Max Weber's *Theory of Bureaucracy* and, (b) the theory of the Dysfunctional aspects of Bureaucracy, represented by Robert Merton, Philip Selznick, Peter Blau and Richard Scott.

¹ Ianni (1998).

According to Suárez (2010) we have ²... Dr. Maximilian Carl Emile Weber is a lawyer, a sociologist, an economist, a soldier (kind of), a qualitative researcher (Verstehen versus Erklären, something to be studied apart), a prolific writer and a teacher, but on a specific line he is an anti-positivist author. He was born in 1864 in Prussia and died in Germany in 1920. Even though much of his work is for sociology and accompanying disciplines, *he is the creator of an organizational theory, the Theory of Bureaucracy.*

Weber's Theory of Bureaucracy describes a new organizational paradigm which was emerging in Western society during the second half of the XIX century. According to him, in this new type of organization, leadership and authority were derived from a more rational framework than was the case before. Previously, authority was derived from either charisma or tradition. As one can realize from the reading, there are plenty of ideas around his proposal, in fact I feel Weber very systematic, you can find numbered list as an organizing element all through the book. For this summary I will only recover three main points: A point from the book (1) Sources of authority, (2) Legal authority with a bureaucratic administrative staff and (3) the main characteristics of Bureaucracy.

1. *About authority.* According to Weber (1996) we recover: In the case of *charismatic authority*, followers obeyed gifted leaders out of devotion, loyalty and respect. On the other hand, *traditional authority* existed due to historical reasons and people obeyed a person in power for the simple reason that the person was in a position of traditional power, for example in the case of monarchical or other hereditary leadership positions. *Weber believed that authority in the new, bureaucratic organizational form was more 'rational' because leaders were recognized and*

² Obviously this is the right chance to recover report 9, made in the seminar conducted by Dr. Márquez.

obeyed for subscribing to values of logic, efficiency and reason. Such organizations functioned on the basis of ‘legitimately’ derived laws, rules and regulations. And laws, rules and regulations derived their legitimacy from the consistent, disciplined, rationalized and methodical calculation of optimum means to given ends. Weber posited that bureaucratic action was typically oriented towards solving problems and that bureaucratic decision-making was guided by the objectives of efficiency, calculability and predictability. Consequently, decisions were more rational because they were made ‘without regard to persons’, i.e. were immune to personal, irrational, and emotional aspects. Additionally, Weber also noted that bureaucracies entailed a separation of personal from official property, and that bureaucrats were usually selected on the basis of their qualifications, were appointed (not elected), and were compensated via a salary.

2. *Legal authority.* The following are the fundamental categories of this issue:

- A continuous organization of official functions bound by rules.
- The organization of offices follows the principle of hierarchy.
- The rules which regulate the conduct of an office may technical rule or norms.
- In the rational type it is a matter of principle that the members of the administrative staff should be completely separated from ownership of the means of production or administration.
- In the rational type case there is also a complete absence of appropriation of his official position by the incumbent.
- Administrative acts, decision and rules are formulated and recorded in writing, even in cases where oral discussion is the rule or is even mandatory.
- Legal authority can be exercised in a wide variety of different forms which will be distinguished and discussed later.

According to Weber, the goal of bureaucracy was to maximize efficiency. He said that bureaucracies were technically efficient instruments of administration because their institutionalized rules enabled all employees to learn to perform their duties optimally.

3. *Characteristics of Bureaucracy.* Modern officialdom functions this manner:

- The regular activities required for the purposes of the bureaucratically governed structure are distributed in a fixed way as official duties.
- The authority to give the commands required for the discharge of these duties is distributed in a stable way and is strictly delimited by rules concerning the coercive means or otherwise, which may be placed at the disposal of officials.
- Methodical provision is made for the regular and continuous fulfillment of these duties and for the execution of the corresponding rights; only persons who have the generally regulated qualifications to serve are employed.

2.4 *The context*

The topic about the modernization of a government is as old as the Greeks and their classic masterpieces. It began in the ancient *polis* when the terms *reform of the state, good government, law prevalence, public interest, public management and good administration*, were already in use. Some others that are apparently new for the Mexican people are *right to inform the people and accountability*.³ At the same time the need to integrate and formalize the government organization appeared and the men who would apply those principles.

³ As in almost any discipline, the classics are the original source of information. Some of those masterpieces are: *The Republic, Laws, State man* by Plato; *Politics* by Aristotle and many others.

In México, since 1821, according to the *Reglamento Provisional de Gobierno*, any ministry head had the duty... “to propose the required reforms and actions in the structure and divisions depending on his ministry... being convenient to the well being of the State an all the divisions of the administration”.⁴ Afterwards, aptitude and capability would be the criteria to be given a job; competence and talent would be related with the suitable and right position; and finally, it was necessary to take care of the right achievement of duties. *The history of organizational model is long and space and time for us is short, therefore we go directly to the last models in México.*

1. *President Zedillo’s approach: the PROMAP. Programa de Modernización de la Administración Pública 1995-2000* was issued by the administration of Dr. Ernesto Zedillo Ponce de León, in 1996, for the federal government to appoint the necessary changes to the government structure to increase the quality, the scope and the efficiency of public services. PROMAP was critical of traditional practices and contained objectives and strategies used by successful OECD members like: Quality standards for public services, performance measurement and decentralization and precise timetable of actions.⁵ And locally these were the basic principles: Participation of / attention to the population, administrative decentralization and deconcentration, quantification and evaluation of the Public Management and dignification, professionalization and Ethics of the public servant.

2. *Government Innovations and Quality: President Fox’s Approach.* According to the principles of the Organization Theory, the government of Vicente Fox is implementing specific strategies which base is the *National Plan for Development 2001-2006*, so that the bureaucracy

⁴ Cited by Carrillo and Campero (2003).

⁵ 17 in total to be implemented by all government ministries and agencies.

can change its model, taking in consideration, the needs and problems found in the diagnosis performed at the beginning of the presidential period. The INTRAGOB Quality Model establishes the quality policies of the Federal Government and it is centered in the satisfactions of the needs and expectancies of the population. This is being achieved through the invention of a government characterized by high efficiency and quality in the given services. This will become the satisfaction of the client, through an efficient and effective government that gets more with less; a trustable government, through the certification of its services and above all, a government with tangible results. Therefore the INTRAGOB Model works according to these premises:

- Increase the quality of products and services, the public sector offers to the country.
- Consolidate a culture of quality in the public service.
- Inform about the use of resources and results systematically.
- Motivate the population saving and optimizing the use of resources.
- Unify the spirit of continuous improvement, innovation, and competence for the administration of agencies and entities of the Federal Government.

3. *Mejora de la Gestión: President Calderón approach.* The program we will study is named *Programa de Mejora de la Gestión*. It is the instrument of the Executive Power with an obligatory sense for making improvements to orientate systematically the management of public institutions and the federal government to better results. SFP (2010) establishes:

Dada la relevancia del PMG, se requiere una implantación firme y adecuada que permita dar certidumbre y claridad a las acciones comprometidas en el marco del programa, con la coordinación de la Secretaría de la Función Pública (SFP), en la que participan un grupo de actores clave, como son los delegados y comisarios de la SFP, los Órganos Internos de Control en las instituciones y los Grupos Técnicos del programa, entre otros. Con el

PMG, el Ejecutivo Federal hace propios diversos postulados de la nueva gestión pública, tales como:

1. Reducir la desigualdad en el grado de desarrollo de las organizaciones públicas mediante la mejora de áreas comunes y la estandarización en la aplicación de mejores prácticas.
2. Facilitar la mejora de la gestión de las instituciones mediante reformas al marco regulatorio de la Administración Pública Federal.
3. Permitir una toma de decisiones informada, considerando los resultados de la gestión.
4. Mejorar la rendición de cuentas mediante la generación y difusión de información sobre el desempeño institucional y el de la Administración Pública en su conjunto.

III. Methodology Proposal

3.1 Design of the research

According to Cooper and Schindler (2001), this research is defined as:

- This is a combine study in relation with the *topical scope*. To accomplish some objectives we will take a statistical approach, for other objectives it will become a case of study based on three interviews to well recognize experts in the object under study.
- Formal. Because this line of investigation is not new but still offers a wide scenario to be investigated. We will establish precise procedures to answer our research questions.
- Descriptive. The purpose of the study is to describe the situation of the bureaucratic paradigm and make a comparison with the actual paradigm the Mexican government is living. This is what was established in the research questions.
- It is a cross-sectional study since we are taking a snapshot from year 2007 to year 2010.

- This is an *ex post facto* design because we do not have control over the variables of the Government Organizational Model. We can only report what is taking place in the conformation and use of the methodology of the organizational model.

3.2 Procedure

The procedure to accomplish our objectives and to answer the research question is:

1. We will revise recent investigations related with the object of study. The purpose is to establish the state of prior work about this line and related lines of investigation. This will appear with the denomination of *Prior work*. The results will become a justification for the development of the dissertation.
2. The relation among research questions, objectives, variable and dimensions is:

Federal Organizational Model		
Research questions		
(a) Which are the values that characterize the PMG?	Evaluation of the model Main objective	Expert Interview & Differential scale
(b) How has the Bureaucracy Model been adapted in the Mexican Bureaucracy?	Comparison between models	Expert Interview & Differential scale
(c) What can be suggested from the contemporary organizational theories to increase the affectivity of the Mexican case?	Proposals 3 rd sec. objective	Expert Interview
(d) Is the PMG the right model to take Mexico into the path of second decade of the XXI century??	Main research question	Discussion & Conclusion

Dimensions of the questionnaires.

3. We will develop a primary evaluation of the federal organizational model features through an expert's interview.
 - a. The variable of the questionnaire is: *Perception of the performance of the Organizational Model*.
 - b. The experts to be interviewed are: Arturo Ruíz de Chávez Robinson, Aurelio Álvarez Orozco and Édgar Salcedo whose resumes will appear in an appendix.
 - c. The interview is composed by the next sections: Section I. Definition of the organizational profile of the federal model. Section II. Original Bureaucracy Model vs. Current Bureaucracy Model in México. Section III. Qualitative evaluation of the Organizational Model of the Federal Government from 2000 to 2005 on a systemic basis. Section IV. Recommendations from experts. The guide is in appendix A.
4. A second evaluation of the federal organizational model will be done through a questionnaire to be applied to a specific group of public servants. Since the variable is the same one, perception of the performance of the federal organizational model, and the group interviewed much larger, this time we will create a Semantic Differential Scale to investigate their perception.⁶ According to Cooper and Schindler (2001), this scale measures the psychological meanings of an attitude object. Manager use this scale for brand image and other marketing studies of institutional images, political issues and personalities, and organizational studies.

⁶ Since the variable is just the same, the dimensions remain also equal, just the items will be different.

5. Following the scientific procedure for the elaboration and use of semantic differential scales, we have:
- a. A pilot test of the resulting questionnaire will be taken into the field. The number of subjects will be 50 chosen at random.
 - b. The results will be collected and analyzed to discover errors of any kind. They will be corrected and a new questionnaire will be the product. In appendix B we find the instrument to use.
6. The final instrument will be applied to 350 public servants whose positions are from the middle to the top hierarchy of the federal structure. The universe as established before is conformed by the participants of training spaces at the UNAM, INAP, UIA, UVM, and CIDE.⁷ The test factors are:

Size of the universe	3500
Size of the sample	346
Error	<5%
Trust level	95%

7. The results will be collected again, presented and analyzed through graphics and tables. Then we will cross the framework already create at that point with our findings to achieve the main objective of the dissertation.

⁷ INAP, Instituto Nacional de Administración Pública, <http://www.inap.org.mx>; UIA, Universidad Iberoamericana, <http://uia.edu>; UVM, Universidad del Valle de México, <http://www.uvmnet.edu>; CIDE, Centro de Investigación y Docencia Económicas, <http://www.cide.edu.mx>.

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Appendix A. Guide for the Experts' Interview

Name of the expert:

Date:

This is a study containing valuable opinions of a little group of experts about the Federal Organization Model. Please, read the short introductions of the questions and the questions themselves carefully. Then give your answer as you wish. There are no limitations. The identity of the respondents is confidential, just known by the investigator and the reviser of the study. Please do notice we are interested just in the *organizational* facet of the government: Those principles, ideas, actions, plans, and programs to optimize the public administration of the public organisms. **We are deeply grateful for sharing your expert opinion for this study.**

Section I.

Definition of the organizational profile of the federal model.

Could you establish the kind, type or nature of the next characteristics in the current organizational practices? Describe them through your experiences and knowledge.

1. Conception of man.
2. Efficiency.
3. Decision-making.
4. Environment.
5. Leadership.
6. Motivation.
7. Communication.
8. Participation.

Section II.

Original Bureaucracy Model vs Current Bureaucracy Model in México.

1. Weber establishes the concept of rationality (and the efficiency it carries with) as the main purpose of a bureaucracy. Is it still so? Has it changed? Is there a new goal for a bureaucracy? Why?
2. Whatever is your answer to question 1, Is the current organizational federal model walking down that direction?
3. Do you think the belief that *Domination* guides a bureaucracy to stability is still true? What makes you think so?
4. Is current and actual *Authority* legal? Is the federal organizational model beyond the *charisma* instead of authority?
5. Which are the concrete walls to build the structure of a bureaucracy for the XXI century?
6. Weber believes "Concrete bases are: Promotion based on achievement, Specialized division of labor, Use of Technology, Impersonality, and Written rules of conduct" are the

bases for an ideal type, an efficient bureaucracy”. How would you compare these principles to your own beliefs?

Section III.

Qualitative evaluation of the Organizational Model of the Federal Government from 2007 to 2010 on a systemic basis.

The postmodern bureaucracy models as many others became sooner or later systemic. The proposal in the last presidential period, the PMG model is without any question systemic.

1. With this premise, please, tell us which the main disturbance from inside and outside the government system are.
2. Are the mechanisms of measure, evaluation and control doing the right stuff for those disturbances?
3. Could you mention the main products of this system?
4. Would you say these are the products expected from the point of view of the “clients”?
5. Then, how do you qualify the actions that transform these inputs into those outputs?

Section IV.

Recommendations from experts.

1. Please, from your own experience and knowledge suggest some strategies to build a basis to plan the next six years
2. What can be suggested from the Organizational Theory and the contemporary Organizational Models to increase the efficiency of the Mexican case, our case?

Would you like to add any comment, suggestion, agreement or disagreement?



Thanks again for your time and cooperation.
AMDG.

Appendix B. About our Government: A perception study

This is a study for identifying the actual and current opinions of public servants about the Federal Organization Model in México. The identity of the respondents is confidential. This questionnaire is known as a modified Semantic Differential Scale and it is answered this way.

1. Please, read carefully the two affirmations or alternatives that appear in each item. They are twenty three (23). These affirmations define a specific characteristic of the organizational model under study.
2. Then write down an X in any of the seven given spaces to represent the grade of identification with any of the alternatives upon your knowledge or experience.
3. If you do not make up your mind or feel no identification with any of the alternatives, write the cross in the central space.
4. At the end of all the questions, feel free to add any comment, suggestion or opinion.

We are deeply grateful for sharing your perception with us.

Please fill in these data for demographic analyses.

Position of the respondent	Date
Secretary-Agency	Age
Profession	Years in Public Service

The particular details and circumstances of any problem do not affect the decision-making process.	1 —:—:—:—:—:—:—	Reform the orientation and answering capability of the government to the needs of the population.
Open participation is unwelcome in my organization.	2 —:—:—:—:—:—:—	Substitution of rigid controls for empowerment and autonomy.
Communication in my organization is essentially descendent.	3 —:—:—:—:—:—:—	Communication in my organization is based on Information Systems.
Man is a resource for the organization to achieve its objectives.	4 —:—:—:—:—:—:—	Man is a thinking individual whose competence lets the organization achieve its objectives.
There is no leadership in your organization because it is not necessary.	6 —:—:—:—:—:—:—	Recover the roll of leadership and the confidence of citizens in the government.
Training in the use of hard technologies is common.	5 —:—:—:—:—:—:—	Training in the use of soft and hard technologies is common.
The function of the directing level is finally stated by the regulations and procedures.	7 —:—:—:—:—:—:—	The function of the directing level is to facilitate the performance of subordinates (internal clients).
The environment is considered as a static variable.	8 —:—:—:—:—:—:—	Unify the spirit of continuous improvement, innovation, and competence for the administration of agencies and entities of the Federal Government
One of the principal characteristics of employees is obedience to superiors, norms, and regulations.	9 —:—:—:—:—:—:—	Workers are honest and made a transparent government, to recover the trust of society.
Leadership process is replaced for the legal framework.	10 —:—:—:—:—:—:—	Managers as leaders are considered the main factor for organizational success.
You are motivated for your interest in developing a career in the bureaucracy.	11 —:—:—:—:—:—:—	You are motivated for the interest of the Government in holding the best women and men in the public service.
Rationality and efficiency are the main purposes of your organization.	12 —:—:~:~:~:~:~:~:~	Transform the government in an efficient device to achieve the planned results.

<p>Communication channels are used to communicating orders mainly.</p>	<p>13 —:—:—:—:—:—:—</p>	<p>Communication is one of the main factors to achieve objectives.</p>
<p>Employees' performance is impersonal.</p>	<p>14 —:—:—:—:—:—:—</p>	<p>Employees' performance is tied to the level. Operative = Participative; Leader = Manager; Director = Facilitator.</p>
<p>When communication is ascending, it is used to report data or to make complains. Horizontal communication seems not to be necessary in my organization.</p>	<p>15 —:—:—:—:—:—:—</p>	<p>Communication is given in any way and level in the individual status.</p>
<p>When making decision, the actors follow the regulations and rules established for that purpose.</p>	<p>16 —:—:—:—:—:—:—</p>	<p>Decision-making is participative but highly dependent on hierarchy and focused on the client.</p>
<p>Participation is limited by the definition of my position.</p>	<p>17 —:—:—:—:—:—:—</p>	<p>Participation is fundamental since any single individual is a quality promoter.</p>
<p>There is a vertical mobility to ascend in the position of the organization.</p>	<p>18 —:—:—:—:—:—:—</p>	<p>The promotion based on achievement is a fact in my organization.</p>
<p>Efficiency is measured through the attachment of employees to regulations and standards.</p>	<p>19 —:—:—:—:—:—:—</p>	<p>Government of Quality, to satisfy or exceeding the expectancy of the clients and citizens about the given services.</p>
<p>Updated technology is currently used for optimizing the daily activities.</p>	<p>20 —:—:—:—:—:—:—</p>	<p>Digital government, allowing clients and citizens to get information from the government and to get access to services from the comfort at the office or at home.</p>
<p>Rules and procedures are created without taking in account the conditions of the environment.</p>	<p>21 —:—:—:—:—:—:—</p>	<p>Rules and procedures are created according to the conditions of the environment.</p>

Employees are rational, always seeking efficiency.	22 ____:____:____:____:____:____:____	Employees are participative and systematic fulfilling objectives.
Standardization is the main characteristics of the decision-making process.	23 ____:____:____:____:____:____:____	Government with better regulations, to guarantee clients, citizens and public servants are able to complete procedures with easiness, security and promptness.

Would you like to add any comment?



Thanks again for your time and cooperation.
 AMDG.