

**MANAGEMENT SKILLS: A case study in the Department of Management and Planning
Government of Goiás.**

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ABSTRACT

The objective of the research is to analyze the managerial competencies presented by public servants approved by the Meritocracy process adopted and implemented by the Department of Management and Planning -. SEGPLAN, the Goiás state government For this we used a search divided in three stages being : the first documentary and bibliographic research, seeking to learn about the management model as well as the Human Resources Management policies, the second the questionnaire to identify existing managerial skills, and the third stage, we applied an interview in order to obtain more information on the criteria adopted by the committee members who carried out the technical interview with the successful candidates. The survey results showed consonance between the perception of approved and expected skills, as seen in the three stages of the selection process managers and area of authors of manuscripts used in this research.

Keywords: *Public Administration; Human Resources; Managerial competence.*

1 INTRODUCTION

A concept of globalization, given by Giddens et al (2000), refers to the intensification of social relations on a global scale and the connections between the different regions of the world, through which local events are influenced the events occurring many miles away and vice versa. The consequences of acts performed are linked in such a way that what is now reflected in distant places and times.

This relates to the interconnections that occur between global, local, and everyday dimensions. Globalization has brought a number of changes, which were close to the political, technological and cultural, and economic, having greatly influenced the private and public organizations.

With globalization, organizations have had to adapt and consequently make your management processes more flexible to changing times. This search for flexibility and the need for greater agility in decision-making, are presented as challenges for public and private organizations, promoting the need for significant changes in management models, particularly in public organizations.

These transformations that globalization has brought a dramatic impact on the profile of servers and their skills and users of public services, the global society now has access to more information and knowledge of their rights, thus requiring a public service of better quality.

This requirement makes the public administration seek to develop their management methods, seeking greater efficiency of its processes and especially managers, aiming to empower professionals with skills that assist in providing a public service quality.

Public Administration in Brazil had several periods of change, usually motivated by social, environmental and organizational pressures that were presented. It is believed that much has been achieved but not we need to go far to understand that public service quality, both expected, not yet part of the Brazilian every day.

The coping demands that exist, shows that public organizations increasingly need civil servants prepared to deal with pressures of decision-making, with technical knowledge, with strong relational capacity and initiative.

This research aims to make an analysis of managerial skills presented by public servants approved by the Meritocracy process adopted and applied by the Office of Management and Planning - . SEGPLAN, the Goiás state government this sense, Duarte (2005) presents a concept of meritocracy, which is closely linked to the recognition for the public server.

According to Duarte (2005), "Merit, recognition of the civil servant merits, characterized by its functional qualities, professional, ethical, moral, as attendance, competence, knowledge and skill, which is evidenced by reviews that give it the right to promotion of position, class or category "(p. 365).

From this definition it is understood that the public servant shall be recognized by identifying a multitude of factors that composed your competence, both in their functional knowledge, and in their skills and attitudes. One way to accomplish this identification and, consequently, its merit is the process of selection and performance evaluation, instruments used in public institutions.

In this context, to refer to the meritocracy observed in the Brazilian Public Power, Barbosa (1996) comments that the meritocracy, the selection process and the performance assessment have always been controversial issues for the administration, specifically in Brazil. Also because there is no meritocratic ideology firmly established in society, but systems and meritocratic discourse.

Of the cultural system point of view, the idea of charging results and on top measure them, is seen as a deeply authoritarian attitude. Assess public service, then, is much more complicated. There in Brazilian collective representations a strong relationship between competition, demanding results and performance as authoritarian procedures and processes, and not as functional or rank people within a whole processes for specific purposes.

Given the above and importance of the subject, coined to survey question: Civil servants approved by the meritocratic process occupying management positions are equipped with the managerial skills relevant to the position?

2 THEORETICAL REFERENCE

2.1 Public Services in Brazil

For Mello (2011), define public service is complicated by the complexity and variety, because the public service is any activity designed to meet the community in general and the State believes that it should not delegate it to private initiative for socially acceptable .

To Gasparini (2011) the term public service comprises at least three directions, as follows:

The organic, material and formal. In organic sense, also called subjective, the public service is a complex of organs, agents and resources of Public Administration, intended to meet the needs of administered. On the material, also called designated purpose, public service is a function, a job, an activity of public administration, aimed at the general interest of the administered needs. In a formal sense, public service is the activity performed by someone (government or their delegates) under exorbitant rules of the common law, to meet the interests of administered. It is the submission of certain activity to a public law regime.

Gasparini (2011) emphasizes that the legislation, execution and control of public services in Brazil, whatever its form, it is for the public administration. The Federal Constitution of 1988 - CF / 1988 provides, in its art. 21, upon the Union, the Member States, the Federal District and the municipalities, as the competence, regulation, implementation and control. They also observed that the power to the delivery of public services as defined by the Constitution for the Union, the states and municipalities must respect the hierarchical order of the powers so there are no conflicts of law.

It is noteworthy that the provision of public services can only be performed by a third party dealer or grantee when Union, Member States, the Federal District and the municipalities understand necessary and may be granted only through bidding process as required by CF / 1988 in his art. 175.

Gasparini (2011) comprises the provision of public services must meet the principles of continuity, equality, efficiency and mutability of the legal system. Thus the competent public administration is authorized to make the necessary changes to the provision of public service, to meet the interest of the community. Therefore it is necessary that the Public Administration Follow upcoming changes and promote the necessary adaptations to provide a public service quality to its users.

In this sense, we evaluate that Gasparini (2011), "Public services must be provided to users in compliance with the requirements of permanence, of generality, efficiency, affordability and courtesy" (p. 354). Continuing this thought, the CF / 1988 provides that the appropriate public service is one that satisfies the conditions of regularity, continuity, efficiency, safety, modernity, generality, courtesy in provision and the reasonable rates.

2.2 The Public Administration Modernization in Brazil: the managerial proposal.

The breakthrough in the Brazilian Public Administration was with the managerial reform. According to Lemos and Ferreira (2008), the period that characterizes the emergence of the managerial administration model in Brazil began in 1995, the government of Fernando Henrique Cardoso. Second Birth (2010), the managerial public administration model has a perspective focused on results-oriented society's needs. It should be noted that the first such attempt is still gave the military regime to Decree Law No. 200/67, but the model implemented at the time approached more bureaucratic public administration model.

It is noticed that the management model was inspired by the practices of private companies, but not to be confused with them, as private enterprises revenues are derived from payments by customers who purchase the following, as state revenues derived from taxes are compulsory contributions, as recommended by Bresser Pereira (2009).

To Lemos and Ferreira (2008), the management reform aimed to ensure the conditions necessary for the government to overcome the economic and social crisis that passed Brazil. According to these authors, the management reform made use of targeted management techniques for results, for strategic planning, performing the contract management and implementation of actions and programs reviews, but it is worth noting the actions, among others, aimed at the development of skills.

They understand that the more cooperation from the government of Fernando Henrique for the development of public administration model in Brazil was the preparation of the Master Plan of the State Apparatus Reform. This plan has highlighted the problems in the areas of human resources, budget management and procurement.

To Bresser-Pereira (2009) the adequacy of public employees (human resources) to roles that proposes the new state and especially the demands from society *sine qua non*¹ condition non para the context of the change that has, thus the Federal Government presented a proposal priority with regard to recruitment, training and remuneration of servers that perform exclusive state activities.

The above author states that the essential factors in the characterization of managerial public administration are decentralization, the importance of efficiency as the main objective and the evaluation of the quality of public services. These priorities have certain proximity between the Public Administration and the Private Directors concerning the concepts and organizational practices.

Azevedo and Loureiro (2003), states that the Master Plan of the State Apparatus Reform point to some enlightening aspects in relation to the management administrative and bureaucratic administration. One must recognize the poor performance of public administration in the country, which often are neglected, which does not mean that this is intrinsic problems of bureaucratic administration, which must be remedied by managerialism.

To Azevedo and Loureiro (2003), the relaxation of the bureaucratic model for the realization of the principles of democratic governance implies the "adoption of more appropriate ways, agile and creative" (p.48), public administration, without necessarily treat yourself to a replacement for another model. Bolster up for itself Plan to

¹Action or condition that is indispensable , which is essential or what is essential.

see that despite the criticism of some aspects of traditional bureaucracy bureaucracy are positively highlighted, such as ongoing training.

Martins (1997) emphasizes the importance of a "management modernization" added to "social inclusion" of Brazilian public organizations, to be able to provide answers to society's demands not insulated form (p.71).

Note that the discussion of management reform by the Public Administration was followed by a period of development of the Brazilian economy, but to meet the aspirations of society and public services, there is plenty to do. In this respect, Martins (1997) highlights the need for modernization of public administration in the country. It should be noted that the increasing complexity of public organizations in response to the emergence of an increasingly competitive environment the need for quick answers, makes the development of skills of public officials pass to be fundamental to the quality of public services.

2.3 Historical development of Human Resource Management

The Evolution of Human Resource Management - HRM accompanied the changes that happened in the culture, the behavior of society and business, changes in the products and the emergence of new technologies (Figure 1).

According to Gil (2010), in the period 1890 to 1930 the Brazilian population was predominantly rural. In the cities, workers performed their operations based on the "rationalization of work, specifically the simplification of movements required to perform a task" (p. 18). Therefore it is not required a lot of labor, ie, was not charged the person contracted education or professional experience, but that person now hired knew the job done. During this period there were no effective labor laws, which to Gil (1994), "would only be realized in the thirties" (p. 22).

Marras (2003) states that in the period 1930 to 1950 there were significant changes in labor relations, this time created the Ministry of Labour, the National Labour Office, and arise Consolidation of Labor Laws.

According to Gil (1994), the period covered between 1950 and 1964 was marked by changes related to the employment relationship because it was in this period that there was a large growth of industries and companies in various areas.

In this period was the expansion of the steel industry, petroleum, chemicals and pharmaceuticals and the implementation of the car manufacturers. Thus, modern industry sectors now overcome, both in terms of production and in the number of employees, the traditional industries. (p. 24).

So, therefore, suggest new job opportunities, investing in training and hiring more highly qualified people in order to minimize waste and mainly ensure increased organizational productivity and the entrepreneur's profit.

Gil (1994) reports that the country had an outbreak of economic growth between 1964 and 1978, which became known as Brazilian miracle. With this, companies grew and modernized. However, the economic miracle did not last long and the country was in crisis. Then came the oil shocks, inflation levels returned to rise, the workforce has become more scarce in large industrial centers and the labor movement, muffled by a full decade, the military government period, returned to manifest.

To Gil (2010), after the 1980s, companies were hit by serious changes, both environmental and organizational nature. With this, organizations could no longer take risks and needed qualified people to develop the functions that were presented, yet to Gil (2010), "as a result, many companies began to pay more attention to certain areas of human resources rarely considered until then, such as training and staff development, positions, salaries and benefits "(p.55). From the 1990s, large withdrawals were made in relation to the ARH, where scholars have suggested that people were treated as "partners" of the organization and no longer as simple employees (civil servants).

Also in accordance with the author, where the activities carried out within the organization become satisfactory, it is necessary that the employee (public servants) is recognized and valued. The organization should pay attention to the performance of your employee and provide it with tools that allow maximum use of their skills.

2.4 Career Description Concept

The starting point for the definition of policies, strategies and identification of needs and problems related to Organizational Human Resources is the job descriptions as corroborates Gil (2010).

Marras (2005) states that the description of the positions is to define briefly the requirements of a job, through observation, research and description. The description establishes the job requirements, in order to compare with the candidate's characteristics and set and it meets the basic requirements to occupy the same.

It is believed that the job description helps considerably in the definition of skills required for the performance of a given position.

Lacombe (2011) believes that the most common requirements in the job description are linked to experience and professional training. The job description disregards the personal characteristics of the occupant and must be complied with the requirements that the position requires that they should be in line with the characteristics that the applicant has.

It is noticed that a candidate who has an average level of training, but has considerable experience and other qualities, to claim a position whose requirement is higher education, would not meet the requirements for the position. It is understood that the position of description Search achieving efficiency and effectiveness.

2.5 Competency Concept

According Boyatzis (1982), before knowing the importance of identifying the competencies for public management, it should be noted the concept of competence and its origins. Therefore, the skills "are true aspects of human nature. Are observable behaviors that determine, in large part, the return of organization "(p. 23).

According to Dutra (2004) some theorists understand the power only as a set of knowledge, skills and attitudes necessary for someone to exercise a certain function. The same author points out that the fact that people having this number of points does not guarantee that they can add value and competitiveness to the organization. To reach this stage something more is required as will be shown below.

Banov (2010) states that the word competence is commonly used to describe the person who does something to perfection. This interpretation since the emergence of Taylor Cientifica² Administration in 1903, which had as its principle the need for selection processes and training of workers, in order to transform them into efficient workers. This need for improving techniques and skills to perform the duties of the office, made the administration and especially the ARH passed to be of fundamental importance, so that organizations were able to achieve their goals.

For Le Boterf (2003) the concept of competence evolves into a view toward professionalism only in the 1980s, as previously jurisdiction was perceived only as a qualification of the individual. According to the author this change was essential now that competence meant organizational mobility and previously the meaning was individual stability (Table 1).

Fleury (2004), the power is "the ability to combine, mix and integrate resources into products and services." So that the organization can be used effectively to their individual and organizational skills combined with their organizational strategies becomes a competitive organization (p.32).

According to Dutra (2004), jurisdiction is not limited only to what is done, but as shown. Thus the concept of competence now includes knowledge, skills and experiences in the exercise of a function in the organization. Continuing this context, it can be said that the power comes from a learning each and used in groups.

According to Prahalad and Hamel (1995) unlike physical assets, skills do not wear out over time, because the more you use a skill, the greater the possibility of improving the same and thus more valuable it becomes. The reason to know a key competence is not to confuse it with a competitive advantage based on physical assets. Since, according to the authors mentioned above, investments in the identification and development of skills cannot cease. Therefore, competence is defined by the result of the mobilization of resources capable of adding value to the organization and those who depend on it. It noted that the core competence will be addressed more clearly in the following sub-topic.

Dry observed in Brazil and especially in the public sector, the subject skills, mapping and development thereof, is well studied, perhaps still very recent discovery of its importance. But interest is growing by people

² Theory based on the rationality of processes, Taylor was the first to define principles for the administration to establish scientific organization of work , using the study of time and motion.

management experts who understand that the development of the individual in relation to their skills, have a direct impact on organizational results.

2.5.1 Essences competences

Knapik (2006) argues that we live in a knowledge society that forces organizations to focus the skills that should be considered and defined in the preparation of organizational strategies, because only then will be able to keep the organization in a position to meet your target audience.

According to Fleury (2004), it becomes essential that an organization understands and can anticipate the demands of their customers, so you can develop products and in the case of government services that meet with their expectations.

Ribeiro (2005) stated that, with increasing coverage of public services after CF / 1988, they should improve. But stated that the lack of qualification of civil servants, it would be a great challenge to face. In Ribeiro's view (2005) a way to overcome this adversity would deploy an ARH focused on knowledge management.

One way to implement knowledge management is the identification of strategic positions to organizational success and the skills required for the performance of positions, resulting in the excellence of each activity or process capable of leading the organization to gain competitive advantage.

Dutra (2004) recommends that there are some types of skills required for organizations to develop. Some of them stand out as Table 2.

According to Dutra (2004), organizational success can be attributed to two main factors, the organizational competence, implemented by the tangible and intangible heritage and individual skills, knowledge-based and skill of the people and are not always used fully. For the same author, when we put these skills side by side, we promote a continuous exchange process, where the organization transfers to people you know, providing them with conditions to meet the professional challenges and in return people to transfer the their learning organizations, able to increase the competitiveness of the same.

For Prahalad and Hamel (1995) a core competence is the sum of the knowledge produced at the strategic, tactical and operational and employees (civil servants) of the organization. So the authors can find the summary organizational competence in one part of the organization or even in one individual of the same.

Fleury (2004) corroborates the claim that key competences are not only related to technological issues, these skills are present in any administrative role. The author stresses that the organization should develop their organizational and individual skills with a view to strengthening core competencies.

Fleury (2004) to define strategies and objectives an organization should identify the core competencies to achieve them and also direct the performance of each function within the organization.

2.5.2 Individual competences

To Dutra (2004), the individual competence is not linked only to the set of knowledge and skills that an individual may submit, for in isolation will not add any value to the organization. For the individual competence to be absorbed by the organization it is necessary to delivery by the employee. In short, the important thing is that the person produces and develops for the organization, and not what she has.

Ruas (2005) asserts the existence of two distinct currents in the conceptualization of individual skills. According to the author there is the anglo saxon vision that understands that individual competence is facing a more rational concept, considering more the appearance of result by predetermined individual capacity; and the French view, which considers the emergence of individual competence through a process of collective learning. The author points out that both have weaknesses, because competence is perceived much more by design that really in practice, that is, perfect in theory, but barely usable on a day-day.

To Bitencourt (2005), the development of skills is a key ingredient to organizational success, in that it contributes not only to the development of the individual's knowledge, but for his contribution in practice the exercise of their function and capacity as a result of add value to the organization.

Le Boterf (2003) corroborates to present the importance of human intervention in the process, through knowing how to act and react, essential to overcome any contingency, the company that works on auto does not exist.

Zarifian (2001) links the idea of competence with the ability to add value to the organization, regardless of position or structure, but because of the sum of individual skills to organizational. According to the author, the power also belongs to the individual.

It is understood that the individual competence is linked more to the delivery and commitment to the essential skills than directly with the knowledge and individual skills, as these do not add any value if not shared with organizational interests.

To Dutra (2004), the individual competence does not consist in the individual's ability to achieve revenue goals or production, but in being able to improve organizational competence, and competence remains in the same organization with the shutdown of the individual.

2.5.3 Organizational competences

According to Fleury (2004), the concept of organizational skills is present in the approach of organizational resources: physical, financial, managerial, intangible and human resources, therefore organizational skills are formed from the resources that the organization owns and consequently the strategies are formulated aiming to use resources able or required to achieve the goals, that is, in accordance with the core competencies.

As Milk and Porse (2005), the concept that corroborates the organizational competence of definition is the view of theory based on resources, VBR, which argues that competitive advantage comes from internal factors, which your earning capacity is directly linked the efficiency of its processes and of their capacity to influence individual skills.

For Fernandes (2006), an organizational competence is not based on a single resource. Separately, a machine, a person or a process, it is not an organizational resource, only the sum of them can generate this power. An isolated feature is a potentiality, the same feature in action, when added to another, becomes an organizational competence (Figure 2).

Also according to the author, the concept of organizational competence is translated into the ability of an organization to coordinate its various resources to achieve their goals.

It can be seen then that organizational competence is the mobilization of various resources guided by strategies and organizational goals.

2.5.4 Management competences

For Ribeiro (2005), organizations need to develop enabling environments for adaptation to environmental changes. The faster the changes are absorbed and transformed into organizational skills, more competitive and effective the organization will be.

As called Le Boterf (2003), so that the skills are operationalized it is necessary that the knowledge and ability of individuals are compatible with the conditions proposed by the organization. It is understood that, however possessing skills and knowledge, the individual will not add any value if the conditions offered by the organization, along with the expected results for the same are not compatible (Figure 3).

For Le Boterf (2003) competence is not apparent from only knowing how to act, you need to want to act and act mainly power, and the second is only possible when the objectives are clear and are shared and the third when the individual is endowed with sufficient authority to play its role.

According to Dutra (2004), the major concern of organizations should not focus only on the qualification of people, but in the ability to respond to the demands that arise. Therefore, efforts should be directed to the development of organizational skills and the suitability of individual skills before the same. Correctly define the skills required for the development of the organization and meet the demands of society is the fundamental condition for improving public services (Figure 4).

Quinn et al (2003) state that for an individual to exercise a management function, it requires appropriate skills for the challenges ahead, which key skills are called. The author thinks that these powers are divided into eight (8) different roles that may belong to the management style of the individual, as the model in Table 3:

The model divides skills into blocks, which define the management style of the individual, facilitating the identification of behavior necessary for its development. Quinn (2003, p.389) states that "you can

become a better manager, and above all improve in the areas that look nothing to do with their natural style". Therefore managerial skills, when identified, can help greatly in achieving organizational objectives.

Quinn et al (2003) corroborate to emphasize that individuals in managerial roles are allocated at an intermediate level of the organization, requiring the use of technical and interpersonal skills to fulfill their organizational roles.

Through the previous concepts is noticed that a public organization seeking of *oferecer serviços* quality society must first meet and present their organizational skills, in order to integrate them with individual skills in order to fulfill its mission.

3 METHODOLOGY

As the main approach, the research is qualitative and quantitative, it seeks to understand a social phenomenon and statistical factors related to it.

As to the purposes, this research is considered exploratory, descriptive and applied. It is exploratory because it is an adopted approach to the search for more information on a subject that has little knowledge. It is descriptive because it exposes given population. Is not under obligation to explain the phenomenon described, but is the basis for such an explanation is applied to possess practical nature and the need to solve real problems. For Barros and Lehfeld (2000), applied research is motivated by the need to produce information which are applicable, in order to contribute to practical purposes, seeking the solution more or less immediately the problem encountered in reality. Corroborating this concept, Appolinário (2004), points out that applied research are intended to "solve problems or concrete and immediate needs" (p.152). The data in applied research can be collected in different ways, through research in laboratories, field, interviews, audio recordings and video, diaries, questionnaires, forms, document analysis and other more sources (NUNAN, 1997 MICHEL 2005, OLIVEIRA, 2008 VILAÇA, 2010).

As for the means of research, this research is literature to contain a literature review on the topic, through data collection to support theoretically; and field research as it was carried out a case study.

According to Gil (2007), the case study method can be "characterized by deep and thorough study of one or more objects, so as to allow its broad and detailed knowledge" (pp. 72-73). In this way tends to allow, from the sought knowledge, types of data collection are used that provide, by obtaining the necessary information, carry out analyzes, solutions and taken necessary decisions (Pereira, 2008). The case study therefore contributes to deepen the process of knowledge of the specific object of study.

3.1 Research subject

The study object was the unit of analysis: the State Department of Management and State Government Planning Goiás - SEGPLAN. We used intentionally to Secretary of State for Management and State Planning of Goiás - SEGPLAN as the research object of study, because the same now be responsible for the development and implementation of actions based on the principles of meritocracy in State Government .

According to information from the SEGPLAN, it is your responsibility to manage the budget and financial execution system, social security and asset management, supervision and monitoring of state enterprises settlements, administrative organization and modernization, including coordination and implementation of support programs the modernization of management and planning, coordination and implementation of the National Program to Support modernization Management and planning of Brazilian states and the Federal District - PNAGE, personnel management, public services, information technology, the executive branch purchases state.

It was found that it is incumbent upon SEGPLAN: foster education, training, qualification, distribution, inclusion and other educational processes facing the public service; promoting actions to improve the services offered to citizens; conducting open competitions and other selection processes, exclusively, to the organs and entities of the Executive, with the exceptions of Law No. 17,257, of January 25, 2011, and optional for other branches, agencies, entities, spheres Government or public or private institutions; inventory, record and register of state property, storage and safekeeping of property without

According to information acquired from SEGPLAN, the selection process managers through meritocracy aims the permanent filling of 100% of direct administration of managerial, local and Founding of the executive branch,

through the selection of candidates for management positions that make up the government team of the State Administration, and these actual or committee positions candidates.

For clarification, to enable the implementation of the selection of managers through meritocracy in the State of Goiás, members SEGPLAN, together with other professionals, developed legal mechanisms to put into practice the aforementioned initiative and understood the method.

Currently have been performed five (05) managers selection processes through meritocracy with the Government of Goiás, however, can be seen that the managers selection method is still evolving and undergoing constant improvements.

It is understood that in the case of this study, the subjects participating are the successful candidates in the selection process managers through meritocracy, covering the 04 (four) stages of the selection process in 2011 and 2012, adopted by SEGPLAN (2013). As soon as the mode of selection of candidates for managers approved by meritocracy process carried out by SEGPLAN was based in order to make an analysis as to the managerial skills presented by public servants approved by the Meritocracy process. It also applied an interview with the Superintendent Management, Planning and Finance of the State Secretariat for Development of the Metropolitan Region of Goiânia, because it was chosen intentionally, that is, for the convenience of the office.

3,2 Data Collection

To obtain a clearer data for research, it is divided into three stages: the first is using documentary research procedures and literature, since the second with the questionnaires and the third is used to interview.

3.2. First step: Literature and Document

According to Trijillo (1974 p. 230 cited by MARCONI & LAKATOS, 2001), "the literature can be considered a survey of all the literature already published in books, magazines, loose publications and print media", its purpose is to put the researcher in direct contact with all that has been written about a subject, the purpose of enabling the scientist parallel strengthening the analysis of this research to manipulations or information (p.105).

At the present stage, we adopt also documentary research, where Marconi & Lakatos (2007) report that this type of research requires a more careful analysis, since no previous treatment analyzed material can interfere with the results of the research, because they can be modified according to convenience.

3.2.2 Second step: Questionnaire

According to Collins (2005) the questionnaire is a popular method for data collection, allowing extraction of reliable answers in a given universe. Therefore, the questionnaire aims to extract primary data research, therefore it is prepared in order to identify existing managerial skills, public servants, managers approved the selection process through meritocracy adopted by the Government the State of Goiás.

Please note that it is of paramount importance, before entering the analysis of the results to the questionnaire, address the items produced from the literary studies that contributed to reach the final version of the questionnaire applied to public servants approved by managers selection method through merit adopted by SEGPLAN.

In this sense, the questionnaire is separated into two stages, the first time with questions to identify the social and professional profiles of managers approved by meritocracy process. In the second time, are relevant questions to the managerial skills of managers approved by the meritocratic process, conducted by SEGPLAN.

3.2.3 Third stage: Interview

In order to obtain more information about the criteria adopted by the committee members who implemented the technical interview with the successful candidates in the selection process managers through meritocracy, we applied an interview. The interview was conducted with the Management Superintendent, Planning and Finance of the State Secretariat for Development of the Metropolitan Region of Goiânia - SEDRMG, with its deliberate choice because the Superintendent is a member of managers selection committee through meritocracy.

A structured interview where the interview is understood by Marconi & Lakatos (2007) as the "encounter between two people, so that one of them get information about a particular subject" (p. 94) was applied. According to the same authors, the structured interview is when the respondent follows guidelines previously established by the researcher.

The issues addressed in the interview are intended to provide the closest understanding with a member of the examining board, which helped with the final stage managers selection process of meritocracy process adopted by SEGPLAN, as well as attempts to provide ease of understanding with the objective established in the research regarding the competence of the servers before the management position.

3,3 Analysis data: descriptive statistics

Given the information collected and also to better interpretation of the data collected, used the descriptive statistics method, werw Piana e Selau Machado (2011) report that this method aims to describe and evaluate certain group without any conclusions or inferences about a larger group.

The questionnaire was applied only to servers approved by the method of selection of managers through meritocracy. This questionnaire has the total of 34 (thirty-four) issues and aims to provide a more accurate assessment in relation to prevailing managerial skills, public servants of the State of Goiás, which were approved for managers positions in the process of meritocracy contemplating the four (04) selection processes adopted by SEGPLAN, between 2011 and 2012. We used the model of Quinn's key competences et al (2003), enabling the achievement of the purpose proposed by the research.

In this sense the calculation is done to get the exact number of the research sample, considering the universe of 791 (seven hundred ninety-one) approved managers in positions proposed by the selection of managers through meritocracy between 2011 and 2012, covering the 04 (four) selection processes adopted by SEGPLAN (2013) .In this sense, Larson (2004), addresses the following formula to find the finite population.

In this context, the number of elements of the population is 791 (seven hundred ninety-one) (N) servers approved by managers selection process through the approved merit, considering the 04 (four) selection processes adopted by SEGPLAN, in 2011 and 2012. As well, the survey confidence level is 95% (ninety five percent), represented by ($Z = 2$) and the margin error is 5% (five percent). Therefore, it is noted that the results reported to validate the sample of this research is 266 (two hundred and sixty-six) surveyed, and all passed the managers selection process through meritocracy approved between 2011 and 2012, for management positions in the administrative structure of the State of Goiás.

3.4 Data processing

With regard to the processing of data, we used the Likert scale or scales added where respondents indicate their level of agreement or disagreement about the answers, allowing greater researched the measurement of visibility to what is asked. In this data processing format are assigned numerical values to responses to reflect the direction of the researched answer.

It is therefore adopted a decreasing scale of values, where the related statements address as the managerial skills relevant managerial functions required / necessary to meet the demands of the State Department under study. It is worth noting that applied research is the perspective of servers that were approved by the managers selection process through meritocracy and later took over the management functions.

In this context, for each of the issues addressed by the questionnaire, is considered the degree of agreement on the following scale: 1 (one) = Never; Two (2) = Rarely; Three (3) = Sometimes; Four (4) = often; and finally five (5) = Always. Baker (2005), reports that the agreement should receive positive answers or high values while responses to disagreements should receive negative or low values.

4 ANALYSIS RESULTS

In this part of the research, the results found through research are discussed, as well as results of documentary research; results by analyzing the data collected through the questionnaire together with servers approved by meritocracy to occupy the functions of and manage their managerial skills; results of the interview with the Superintendent.

4,1 Methodology adopted by SEGPLAN

It is observed that to enable the implementation of selection by merit managers in the State of Goiás, members of the Secretariat of State Management and Planning in conjunction with other professionals created legal mechanisms to put into practice the aforementioned initiative and the method understood.

Was prepared and sanctioned by the State Ruled, based on Articles 37, XVII, "a" of State Constitution, and 16, IV, of Law No. 17,257 of January 25, 2011, Decree No. 7291 of 11 April 2011, establishing under the direct

administration, municipalities and foundations of the State Executive Branch, the selection process for training and merit for the position in manager commission, as well as giving other providences.

Following the same reasoning, by means of Decree No. 7,291 / 2011, the phases were established in the selection process, which are explained below, as well as its quantitative scopes related to positions in manager commission, defined by complementary structure of the State Administration, that corresponding to third levels of hierarchy positions. The first process of selection was limited to effective public servants and employees in activity in the Executive Branch of the Government of the State of Goiás, college graduates, who would participate in the selection of managers through meritocracy.

In the second case and in the other, it was established that the occupants server commissioned positions, with a college degree, could also participate in the selection of managers through meritocracy. In this same process, the following phases were established: I - curricular analysis and technical information; II - knowledge proof; and III - interview.

For clarification, it should be noted that research now applied, adhered to public servants approved in the selection of managers through meritocracy, considering the 04 (four) selection processes adopted by SEGPLAN, conducted in 2011 and 2012. as soon, includes not only the actual servers as defined in the first case, but also servers in charge of commission allowed to participate in the second process.

After the publication of Decree No. 7,291 / 2011 and the execution thereof, the Secretary of State for Management and Planning prepared the Notice of selection by merit and training managers, establishing the selection process in three (03) phases, the first the selection of curriculum and technical information, eliminatory and classificatory nature, related to the employee's experience in office now claimed; the second, by the study of eliminatory and classificatory nature; and, finally, the third, the professional interview classificatory nature and exclusionary character of evidentiary documentation. It is worth noting that all proposals phases occurred in the city of Goiânia / Goiás.

The first phase, it was established that the maximum score points for curriculum selection is one hundred (100) points and divided between academic training, equivalent to the total of forty (40) points; and professional experience, totaling sixty (60) points, as shown 4:05

The second phase was carried out by evidence applied to all candidate servers. It was established that the test had the highest score of 100 (one hundred) points, distributed in forty (40) objective questions, with the time limit for implementation of the same three (03) hours.

The contents charged in the test referred to the knowledge of management concepts of the servers, trying on the general aspects of the administration; administrative functions such as planning, organization, direction, coordination and control; motivation; communication; leadership; basics of management; people management; management processes; negotiation and conflict management; performance evaluation; quality services. Was charged as the public administration notions regarding the basics of Political and Administrative Organization; Law No. 10,460 / 1988 (Public Law server); and Law No. 17,257 / 2011. Was charged as the Portuguese Language, reading comprehension and spelling, as well as notions of Goiás and its history; economy; and environment.

The criterion used by the results of the first stage and the second stage was based on the sum of curriculum selection of points and evidence, following the sort order, and selected the three candidates for the post of manager of commission as meritocracy process , highest scoring for professional interview and verification of documentation.

The criteria adopted in the event of a tie up through gave the highest score on the test, the highest score of the curriculum, the highest score on professional experience, the highest score in academic education, and finally, the largest age.

Rating points in the first and second step was to select the candidates with the best results and performance, and those, ranked for the third stage, in this case, the professional interview and verification of documents relating to academic and professional experience.

It is worth noting that in the third stage, the scores of the candidates selected servers in the first and second stage was reset, to participate in the third stage in the form of equality. In this sense, Gil (2010), addresses the interview,

of all interrogation techniques, is to have the most flexibility because it can take many forms, informal interview, focused, structured partially or fully structured, contributing effectively to further evaluation candidate profile. Evaluates which is basically at this stage that one can evaluate the main features as the managerial skills of managers approved the remaining stages of the selection process through meritocracy.

In the third stage of the evaluation process of meritocracy, in addition to verification of documentation regarding academic and professional experience, candidates servers went through an interview, in order to classify them, through the measurement of technical knowledge, management skills and experience in public administration, as well as find out about the main characteristics prevalent along the managerial competencies, namely: objectivity, action and mobilization of the candidate with the team; the form of communication and open dialogue; motivation; and finally the behavioral skills of candidates. The third step followed a structured and standardized script prepared by professionals in the Management and Planning.

It inform the interview followed a set day and time schedule and published by SEGPLAN, after delivery of the documentation on the candidates servers.

The interview was conducted by representatives of SEGPLAN and also by people occupying heads of functions of other organs of the State of Goiás, which have autonomy and knowledge to the manager's definition ranked among the three (03) candidates in the final phase to manager of committee positions as meritocratic process (table 6).

Assesses that the SEGPLAN sought within the literary teachings, adopting the technical methods set forth herein by renowned researchers in the field to select those servers that have the necessary managerial skills to perform that function. In this sense, Le Boterf (2003), teaches that the managerial skills should be operationalized so that the knowledge and ability of individuals are compatible with the proposed conditions.

For clarity, it is observed that the first managers selection process through meritocracy aimed completed only sixteen (16) managerial vacancies for SEGPLAN and 75 (seventy five) technical positions of infrastructure projects, with a total of 1,489 (one thousand, four hundred eighty-nine) candidates, is regulated by Notice published in the Official Gazette No. 23,033, dated February 1, 2011.

The second evaluation process of meritocracy was intended to fill 226 (two hundred twenty-six) vacancies in various organs, with a total of 2,796 (two thousand seven hundred and ninety six) registered servers, governed by Notice published in the Journal Official No. 21070 of 28 March 2011. the third selection process managers through meritocracy sought on additional 60% (sixty percent) of the remaining vacancies, ie 551 (five hundred fifty-one) managements, with a total of 3,092 (three thousand and ninety-two) attached servers, and was governed by notice published in the Official Gazette No. 21177 of September 02,2011.

Finally, the fourth selection process of meritocracy managers, which aimed to fill the 37 (thirty-seven) other management positions, which in dropouts, or disability candidates evaluated in earlier cases were vague-with 560 (five hundred sixty) registered servers, governed by notice published in the Official Gazette No. 21,316 of March 29, 2012, addresses as the summary in Table 7

According to information obtained from the SEGPLAN (2012), were now fulfilled the total of 791 (seven hundred and ninety-one) vacancies for the post of manager through the evaluation process of meritocracy, totaling 7,937 (seven thousand, nine hundred thirty-seven) attached servers.

4.2 Results of the questionnaires applied to servers

To assess whether public servants approved by the meritocratic process adopted by SEGPLAN, manage occupants of positions in the other State Departments of the Government of Goiás, are endowed with skills management, based on literary references used for the construction of this study, prepared a questionnaire with a total of 34 (thirty-four) statements, which were distributed 420 questionnaires e301 (three hundred and one) the server responded, in a universe of 791 (seven hundred ninety-one) servers, which is equivalent to 95% (ninety five percent) of the sample of the confidence level.

The criterion for understanding and better understanding on managerial skills, together with servers approved by meritocracy process adopted by SEGPLAN if by giving the sum, in percentage, the answers often and always. As for the lack of managerial skills, the research considered the sum, in percentage, of rarely and never answers. Already, sometimes answers were maintained as abstention point of respondents on the factors, not adding to the search result.

In this sense, we present the results obtained through the following analysis:

4.2.1 Profile social and professional managers approved by the meritocracy process

In this sense, it was found that 71.44% (seventy-one, forty-four percent) of respondents are male; and 28.56% (twenty-eight, fifty-six percent) are female.

Note that the vast majority of managers approved in the selection by merit, considering the 04 (four) selection processes adopted by SEGPLAN, between 2011 and 2012, is male.

It was found that 14.30% (fourteen, thirty percent) of respondents have 26 (twenty-six) to thirty (30) years of age; 42.84% (forty-two, eighty-four percent) of respondents have 31 (thirty-one) to 35 (thirty five) years of age; 14.30% (fourteen, thirty percent) of respondents have 41 (forty-one) to 45 (forty-five) years of age; and finally, 28.56% (twenty-eight, fifty-six percent) of respondents have greater than 51 (fifty one) years of age.

Evaluates to 57.14% (fifty seven, fourteen percent) of respondents approved managers selection process by means of merit are considered to young profile, once they have ages between 26 (twenty-six) to 35 (thirty five) years. Already 42.86% (forty-two, eighty-six percent) of respondents approved in the selection of managers through meritocracy, are considered with the maturity profile, as they have aged 41 (forty one) and above 51 (fifty one) years. It is observed that there may be a change in work culture due to the profile of the young who enter the public administration as managers.

It is noticed that the total surveyed 14.28% (fourteen, twenty eight percent) singles and 85.72% (eighty-five, seventy-two percent) are married.

It was found that, in large part, the servers are married. This can lead to understanding the society, being married servers have greater credibility and accountability in the development of the work action.

It is observed that 42.84% (forty-two, eighty-four percent) of respondents are graduates; and 51.16% (fifty one, sixteen percent) of respondents are postgraduates. All respondents are graduates or have graduate, confirming the requirement of higher education to participate in the selection process.

It is understood by this result that most of the servers pass the managers selection process through meritocracy enjoyed the previous evaluation processes for technical interview. Then one of the evaluation methods is the curriculum and graduate school has much more weight with the score graduation. In this sense, there is an understanding that the SEGPLAN could select the most qualified professionals in terms of formal education, to play the manager role.

As for the time of public service of the respondents, there was none of the respondents work in the public service for less than two (02) years; 14.32% (fourteen, thirty two percent) of respondents work in the public service of 02 (two) to six (06) years; 42.84% (forty-two, eighty-four percent) of respondents work in the public service of 07 (seven) to 10 (ten) years; and finally, 42.84% (forty-two, eighty-four percent) of respondents work in the public service for more than eleven (11) years.

Only 14.32% (fourteen, thirty two percent) of respondents approved in the selection of managers through meritocracy, have two (02) to six (06) years' time public service. Already 85.68% (eighty-five, sixty-eight percent) of respondents approved in the selection of managers through meritocracy, have 07 (seven) to more than eleven (11) years' time public service. This situation shows a profile of servers with more service time being selected in the selection process for the manager role.

It was questioned if the server already owned a management position before the meritocratic process. In this sense, it was found that 57.16% (fifty seven, sixteen percent) of respondents have worked in manage positions; and 42.84% (forty-two, eighty-four percent) of respondents did not act in management positions before the meritocratic process.

In this context, it is evaluated that the expertise of the servers that acted as manager in periods prior to the selection process contributed to its selection, in comparison with the other servers. This may be favorable for the performance of their duties, taking into account the experience in managements positions previously assumed. However, there is the selection of a contingent of around 40% of people with no previous experience in the manager role.

As for the time when the researched held the position of manager in the public service. In this sense, it was found that none of the respondents held the position of manager in less than 01 (one) year; 71.40% (seventy-one, forty percent) of respondents held the position of manager one (01) to 03 (three) years; 14.30% (fourteen, thirty percent) of respondents held the position of managers 04 (four) to 07 (seven) year old; and finally, 14.30% (fourteen, thirty percent) of respondents held the position of manager more than Eight (08) years.

It was found that 71.40% (seventy-one, forty percent) of respondents approved in the selection of managers through meritocracy, held the position of manager in the 01 period (one) year to three (03) years. Already, 28.60% (twenty-eight, sixty percent) of respondents approved in the selection of managers through meritocracy, held the position of manager in the period up to 04 (four) years. It is observed, that the prevalence among selected with previous experience of candidates with little management position airtime in Public Administration of the State of Goiás.

With regard to the interviewee feel prepared to act as the manager in the public service. In this sense, it was found that 100% (one hundred percent) of respondents said yes, feel prepared to act as managers in the public service as their own perception.

Given the information acquired, it is understood that 100% (one hundred percent) of respondents approved managers selection process through meritocracy, feel prepared to act as manager in the public service.

When asked whether the surveyed agree with the meritocratic process adopted by the State of Goiás. In this sense, it was found that 100% (one hundred percent) of respondents said they agree with the meritocratic process adopted by the State of Goiás. As soon as, it is evident that such action is well liked by the selected managers.

Respondents believe that the method currently used by the State of Goiás is able to identify the candidate who has the skills necessary to take on the managements. In this sense, it was found that 57.16% (fifty seven, sixteen percent) of respondents said yes, that the method used is currently able to identify the candidate who has the skills necessary to take on the managements; already 42.84% (forty-two, eighty-four percent) of respondents said no, that the method used is not currently able to identify the candidate who has the skills necessary to take on the managements.

It is estimated that there is a discrepancy between the respondents, but most understand that the method used by the State of Goiás is able to identify whether the applicant has the necessary skills to take on such a role. It is observed that although all of those surveyed agree with the method adopted by the Government, not all believe it to be able to identify candidates possess the necessary skills.

4.2.2 managerial skills of approved managers, according to their own perception.

4.2.2.1 Objectivity, action and mobilization with the team.

Respondents empathize with members of his team, worrying about their point of view. In this sense, it was found that 42.84% (forty-two, eighty-four percent) of respondents said they often empathize with your team members and 51.16% (fifty-one, sixteen percent) surveyed said they always empathize with members of his team, worrying about their point of view. There is therefore a strong show profile of empathy for team work, since no responder replies never pointed, rarely, sometimes.

It is observed that 100% (one hundred percent) of respondents sympathize with team members. The result is in line with statements of Quinn et al (2003), which reinforces the need for technical skills and interpersonal skills also for the best performance of managerial roles.

Asked if the dialogue between respondents and your team is open, where the researched knows how to listen and be heard by the members of your team. In this regard, it was found that, while no responder has never pointed options rarely and sometimes,; 71.44% (seventy-one, forty-four percent) of respondents said they often have an open dialogue with your team and often know how to listen and be heard by its members; and finally, 28.56% (twenty-eight, fifty-six percent) of respondents said they always have an open dialogue with your team and you always know how to listen and be heard by the members of your team.

It appears that 100% (one hundred percent) of respondents know how to listen and be heard by the team members. This result reinforces the concept of Hippolytus (2000), considering the importance of mobilization, integration and transfer of knowledge fundamental factors for stimulation of the development of individual and organizational skills.

Quinn et al (2003) corroborates when he says that the manager on the role of mentor must have the ability to communicate clearly, be assertive and must also respect and value the contribution of the members of his team, strengthening the cooperative environment in favor of collective goals.

Asked the respondents whether there is incentive for their part, so that your team members seek professional development. In this sense, there was 28.56% (twenty-eight, fifty-six percent) of respondents said they often encourage your team members to pursue professional development; and finally, 71.44% (seventy-one, forty-four percent) of respondents said they always encourage your team members to pursue professional development.

It is estimated that 100% (one hundred percent) of respondents encourage your team members to pursue professional development. There is the importance of knowledge of the basic skills and the identification of the skills of the team members, making efforts for the development team go against the development of organizational skills necessary to meet the demands that arise.

In this sense Bitencourt (2005) says that skills development is a key ingredient to organizational success, in that it contributes not only to the development of the individual's knowledge, but for his contribution in practice the exercise of its function and as a result the ability to add value to the organization.

Asked the respondents if they create a participatory environment, promoting among member team spirit. In this sense, it was found that 28.56% (twenty-eight, fifty-six percent) of respondents said they often create a participatory environment, promoting among member team spirit; 71.44% (seventy-one, forty-four percent) of respondents said they always create a participatory environment, promoting among member team spirit.

It was observed that 100% (one hundred percent) of respondents believe in the importance of a participatory environment, capable of promoting among subordinates, team spirit. As Prahalad and Hamel (1995) a core competence is the sum of the knowledge produced at all levels and employees of the organization. Thus, it is believed in the importance of sharing knowledge and resources to strengthen teams and therefore the development of organizational skills.

The results reaffirm the perception of respondents on the importance of stimulating the cooperation to meet the demands.

Asked the respondents if they call and encourage team members to participate in the internal decisions of the department. In this sense, it was found that 42.84% (forty-two, eighty-four percent) of respondents said they often call and encourage team members to participate in the internal decisions of the department; and 51.16% (fifty one, sixteen percent) of respondents said they always call and encourage team members to participate in the internal decisions of the department.

It appears that 100% (one hundred percent) of respondents call and encourage team members to participate in the internal decisions of the department. The result confirms the idea Maximiano (2002) which highlights the skills required for the performance of managers. For the author the manager of today must assume various roles among which the facilitator of organizational processes.

Through the statement Maximiano (2002) There is the importance of the manager endowed with enabling powers for the best driving teams, whether in public or private organizations.

Asked the respondents if they can manage and resolve conflicts that arise within your department. In this sense, it was found that 14.28% (fourteen, twenty eight percent) of respondents said they are sometimes able to manage and resolve conflicts that arise within your department; 57.16% (fifty seven, sixteen percent) of respondents said they are often able to manage and resolve conflicts that arise within your department; and finally, 28.56% (twenty-eight, fifty-six percent) of respondents said they always manage to manage and resolve conflicts that arise within your department.

It is found that 85.72% (eighty-five, seventy-two percent) of respondents are able to manage and resolve conflicts that arise within your department. However, 14.28% (fourteen, twenty eight percent) have some difficulty.

This result can be better interpreted when seeking Le Boterf (2003): for him the jurisdiction does not arise only from knowing how to act, you need to want to act and act mainly power, and the second is possible only when the objectives are clear and are shared and the third when the individual is endowed with sufficient authority to exercise their role.

The conduct and conflict resolution are directly linked to responsibility and authority in decision making. It can be seen that respondents identify some difficulty in managing conflicts, perhaps the difficulty is not by limitation in want to act, but can be in power act.

Asked the respondents if they are concerned about the performance of your team, individually monitoring its members. In this sense, it was found that 14.28% (fourteen, twenty eight percent) of respondents said they sometimes worry about the performance of your team, individually monitoring its members; 71.44% (seventy-one, forty-four percent) of respondents said they are often concerned with the performance of his team, individually monitoring its members; and finally, 14.28% (fourteen, twenty eight percent) of respondents said they always care about the performance of your team, individually monitoring its members.

It is understood that 85.72% (eighty-five, seventy-two percent) of respondents are concerned about the team's performance, individually monitoring members.

Realize the importance of mobilizing role of the manager to the achievement of organizational objectives. Zarifian (2001) confirms this importance by stating that the jurisdiction is the correlation between organizational capacity and the individual, which, when shared, are able to meet several objectives.

In the view of most respondents monitoring teams and individual is necessary for the proper performance of the role, but the search result leads to understand that this power does not happen in all managers approved the meritocratic selection process of the Government State of Goiás.

Asked the respondents if they follow the procedures of his department, checking its efficiency. In this sense, it was found that 85.72% (eighty-five, seventy-two percent) of respondents answered that often accompany the processes of your department, checking their efficiency; and 14.28% (fourteen, twenty eight percent) of respondents answered that always accompany the processes of your department, checking their efficiency.

It is estimated that 100% (one hundred percent) of respondents follow the procedures of his department, checking their efficiency. The result is consistent with the statement of Milk and Porsee (2005) advocates that competitive advantage comes from internal factors, where the earning capacity is directly linked to the efficiency of the processes and the capacity of the influence of individual skills.

In perception, the role of monitoring the processes and efficiency, is an important skill to perform its function.

4.2.2.2 Communication, always keep an open dialogue, facilitating interaction among employees.

Asked the respondents whether they filter information relevant to your department, reducing the overhead and prioritizing essential. In this sense, it was found that 28.56% (twenty-eight, fifty-six percent) of respondents said they often filter out relevant information to your department, reducing the overhead and prioritizing essential; and 71.44% (seventy-one, forty-four percent) of respondents said they always filter the information relevant to your department, reducing the overhead and prioritizing essential.

Note that 100% (one hundred percent) of respondents filter relevant information to your department, reducing the overhead and prioritizing essential information. It appears that the manager should be mobilizing and goal in sharing information with your team. Realize the importance to monitor the use of all necessary resources for the accomplishment of organizational goals, accompanied by prioritizing actions to achieve efficiency.

Fernandes (2006), states that organizational competence is not based on a single resource. Separately, a machine, a person or a process, it is not an organizational resource, only the sum of them can generate this power. Therefore there is a need to monitor paper by the manager.

Asked the respondents if they check the projects related to his department, seeking to allocate the necessary resources. In this sense, it was found that 14.28% (fourteen, twenty eight percent) of respondents said they sometimes check the projects related to his department, seeking to allocate the necessary resources; 71.44% (seventy-one, forty-four percent) of respondents said they often check the projects related to his department, seeking to allocate the necessary resources; and finally, 14.28% (fourteen, twenty eight percent) of respondents said they always check the projects related to his department, seeking to allocate the necessary resources.

It is noticed that 85.72% (eighty-five, seventy-two percent) of respondents frequently check the projects related to his department, seeking to allocate the necessary resources. The research result shows that the interviewees not always totally dedicated to coordinate the allocation of necessary resources. It is understood that the role of

coordinating the allocation of resources is necessary for the accomplishment of organizational goals, being essential to their development to the achievement of organizational skills.

Fleury (2004) corroborates the claim that organizational skills are present in addressing organizational resources: physical, financial, managerial, intangible and human resources, therefore organizational skills are formed from the resources that the organization owns and consequently the strategies are formulated in order the use of resources capable or necessary to achieve the goals.

Asked the respondents whether they analyze the activities and set targets, as well as the factors which interfere with the results. In this sense, it was found that 85.72% (eighty-five, seventy-two percent) of respondents said they often analyze the activities and set targets, as well as factors that affect the achievement of results; and 14.28% (fourteen, twenty eight percent) of respondents said they always analyze the activities and the targets, as well as the factors which interfere with the results.

It appears that 100% (one hundred percent) of respondents analyze the activities and set targets, as well as the factors which interfere with the results, which shows that in perception, the achievement of organizational objectives can be closely linked the development of coordination skills.

The statement Fleury (2004) reinforces the need for engineer manager role to the achievement of organizational goals, for the author becomes essential that an organization understands and can anticipate the demands of their customers, so you can develop products and case of government services that meet the aspirations of citizens.

Asked the respondents if they coordinate and control activities in order to ensure compliance with established goals. In this sense, it was found that 14.28% (fourteen, twenty eight percent) of respondents said they often coordinate and control activities in order to ensure compliance with the established goals; and 85.72% (eighty-five, seventy-two percent) of respondents said they always coordinate and control activities in order to ensure compliance with established goals.

It is estimated that 100% (one hundred percent) of respondents coordinate and control activities in order to ensure compliance with established goals. It appears that in perception, the importance of view toward goals in public administration, with a oriented behavior effectively.

The result reaffirms that advocates Fernandes (2006), which describes the concept of organizational competence as the ability of an organization to coordinate its various resources to achieve their goals.

Asked the respondents if they share the responsibility and authority with those involved in the project. In this sense, it was found that 42.84% (forty-two, eighty-four percent) of respondents said they often share the responsibility and authority with those involved in the project; and 57.16% (fifty seven, sixteen percent) of respondents said they always share the responsibility and authority with those involved in the project.

It was observed that 100% (one hundred percent) of respondents share the responsibility and authority with those involved in the project. It appears that in the perception of respondents the involvement of all it is necessary to achieve the proposed objectives. It is understood that the manager's role is to direct and coordinate the team and should delegate authority and responsibility necessary to achieve goals.

Dutra (2004) helps to understand the outcome when he says that the individual competence does not consist in the individual's ability to achieve revenue goals or production, but in being able to improve organizational competence, ie, the expected result is linked to the capacity manager in the sharing of authority and responsibility.

4.2.2.3 Motivation, practicing technical development activities, considering participants' ideas.

Asked the respondents whether they plan activities, establishing a term and responsibility for its realization. In this sense, it was found that 28.56% (twenty-eight, fifty-six percent) of respondents said they often plan activities, establishing a term and responsibility for execution; and 71.44% (seventy-one, forty-four percent) of respondents said they always plan activities, establishing a term and responsibility for meeting them.

It is understood that 100% (one hundred percent) of respondents plan activities, establishing a term and responsibility for meeting them. The presented result reinforces found in previous alternatives, since in perception, appreciates again the importance of coordination and direction role, as a set of skills to the expected performance of the managers selected on merit process of the State of Goiás.

It is understood the importance of aligning the individual competencies, focused on the organization's goals, as stated Banov (2010), the major challenge for public and private organizations is to align the individual competencies with organizational goals.

Asked the respondents if they interfere in the process where necessary, taking quick and timely decisions. In this sense, it was found that 71.44% (seventy-one, forty-four percent) of respondents said they often interfere in the process where necessary, taking quick and timely decisions; 28.56% (twenty-eight, fifty-six percent) of respondents said they always interfere in the process when necessary, making quick and timely decisions.

Note that 100% (one hundred percent) of respondents interfere in the process where necessary, taking quick and timely decisions. The result meets the Ribeiro's statement (2005), organizations need to develop enabling environments for adaptation to environmental changes. The faster the changes are absorbed and transformed into organizational skills, more competitive and effective the organization will be.

Asked whether the researched is totally dedicated to work, keeping the motivation and high productivity. In this sense, it was found that 14.28% (fourteen, twenty eight percent) of respondents said sometimes totally dedicated to work, keeping the motivation and productivity in high; 57.16% (fifty seven, sixteen percent) of respondents said they often totally dedicated to work, keeping the motivation and productivity in high; and finally, 28.56% (twenty-eight, fifty-six percent) of respondents said they always totally dedicated to work, keeping the motivation and high productivity.

It is noticed that 85.72% (eighty-five, seventy-two percent) of respondents totally dedicated to work, keeping the motivation and high productivity. However, 14.28% (fourteen, twenty eight percent) of respondents do not always totally dedicated to work or keep amotivation and high productivity.

There is a difficulty on the part of respondents to dedicate to maintain high productivity and motivation. It is believed that managers need individual and organizational skills to assist in the constant pursuit of the objectives and goals.

The statement is based on the theory described by (MAXIMIANO 2002), which recommends that the motivation and the individual's performance directly influence team performance and organizational results.

Asked to researching whether it promotes a productive and focused environment the performance of activities and achievement of targets. In this sense, it was found that 85.72% (eighty-five, seventy-two percent) of respondents said they often promote a productive and focused environment the performance of activities and achievement of targets; and 14.28% (fourteen, twenty eight percent) of respondents said they always promote a productive and focused environment the performance of activities and achievement of targets.

Note that if 100% (one hundred percent) of respondents promote a productive and focused environment the performance of activities and achievement of targets. The result shows that the perception of the respondent, the focus in promoting conditions for the achievement of goals is essential, but it should be emphasized that this is always true for only 14.28% of respondents. Even without the constant motivation activities, it appears that the results orientation is maintained.

In this regard, it is noteworthy that Le Boterf (2003) corroborates to present the importance of human intervention in the process, through knowing how to act and react, essential to overcome any contingency,

Asked to researched whether it manages the time, preventing fatigue and stress interfere with the day-to-day work and team. In this sense, it was found that 28.56% (twenty-eight, fifty-six percent) of respondents said they sometimes manage time, preventing fatigue and stress interfere with the day-to-day work and staff; 71.44% (seventy-one, forty-four percent) of respondents said they often manage time, preventing fatigue and stress interfere with the day-to-day work and team; and finally, 0% (zero percent) of respondents said they always manage time, preventing fatigue and stress interfere with the day-to-day work and team.

It is estimated that 71.44% (seventy-one, forty-four percent) of respondents manage time often, though not always, preventing fatigue and stress interfere with the day-to-day work and team . It should be noted that this item no respondent considered always manage staff working conditions, it can be seen that respondents have difficulty avoiding fatigue and stress that affect the day-to-day work.

To Dutra (2004), the individual competence is not linked only to the set of knowledge and skills that an individual may submit, for in isolation will not add any value to the organization. For the individual competence to be absorbed by the organization it is necessary to delivery by the employee. It is felt that the commitment and dedication, ie want to do can influence the results of the individual and consequently the organization.

4.2.2.4 Evaluation, provide monitoring of administrative practices.

Asked to researched whether it manages its network, maintaining good relationships with key stakeholders for the projects of his department. In this sense, it was found that 14.28% (fourteen, twenty eight percent) of respondents said they sometimes manage their network, maintaining good relationships with key stakeholders for the projects of his department; 51.16% (fifty one, sixteen percent) of respondents said they often manage your network, maintaining good relationships with key stakeholders for the projects of his department; and finally, 28.56% (twenty-eight, fifty-six percent) of respondents said they always manage your network, maintaining good relationships with key stakeholders for the projects of his department.

It is understood that 85.72% (eighty-five, seventy-two percent) of respondents manage their network, maintaining good relationships with key stakeholders for the projects of his department. However, 14.28% (fourteen, twenty eight percent) of respondents do not manage your network steadily and could jeopardize the relationship with key stakeholders for the projects of his department.

It should be noted that more than half of respondents admit to manage your network, but not always.

At this point it is worth mentioning again the observation made by Prahalad and Hamel (1995), who claim that a key competence is the sum of the knowledge produced at all levels and employees of the organization. Thus, it is believed in the importance of sharing knowledge and resources to strengthen teams and therefore the development of organizational skills.

Asked to researched whether it always seeks solutions to win-win, seeking to involve the parties in achieving the best result. In this sense, it was found that 14.28% (fourteen, twenty eight percent) of respondents said they sometimes seek solutions to the win-win, seeking to involve the parties in achieving the best result; 71.44% (seventy-one, forty-four percent) of respondents said they often seek solutions to the win-win, seeking to involve the parties in achieving the best result; and finally, 14.28% (fourteen, twenty eight percent) of respondents said they always look for solutions to win-win, seeking to involve the parties in achieving the best result.

Assesses that 85.72% (eighty-five, seventy-two percent) of respondents seek solutions to the win-win, seeking to involve the parties in achieving the best result. Already, 14.28% (fourteen, twenty eight percent) of respondents only from time to time seek solutions to the win-win, seeking to involve the parties in achieving the best result.

It is noticed that some of the respondents need skills enhancement to the performance of the negotiator role, believing that these skills are important for the performance of the manager role of government in the state of Goiás. It should be noted also that the majority of respondents seeks win-win solutions, but not always.

To Maximiano (2002) The performance of the individual directly influence the performance of the team to which it is inserted, and the commitment of that depends on the environment that is involved, and this interferes with your motivation. So we see the importance of developing a win-win environment. Maximiano (2002) also states that the manager must have the power to influence your team.

4.2.2.5 Management, promote the development of technical and practical skills.

Asked to researched whether it expressed its position, trying to convince everyone of the importance of the ideas presented. In this sense, it was found that 28.56% (twenty-eight, fifty-six percent) of respondents said they sometimes express their positions, seeking to convince everyone of the importance of the ideas presented; 14.28% (fourteen, twenty eight percent) of respondents said they often express their positions, trying to convince everyone of the importance of the ideas presented; and finally, 57.16% (fifty seven, sixteen percent) of respondents said they always express their positions, trying to convince everyone of the importance of the ideas presented.

It is noticed that 71.44% (seventy-one, forty-four percent) of respondents express their positions, seeking to convince everyone of the importance of the ideas presented, while 28.56% (twenty-eight, fifty-six by percent) of respondents, or nearly one third of them, positioning is little interested way with respect to this question.

There is a sizeable part of the respondents is not strongly dedicated to convince those involved in projects and shared goals. We believe in the importance of developing skills focused on the performance of the negotiator role.

Used Dutra (2004), to understand the need to develop certain skills, because the author recommends that competence is not limited only to what is done, but as shown. Thus the concept of competence now includes knowledge, skills and experiences in the exercise of a function in the organization. Continuing this context, it can be said that the power comes from a learning each and used in groups.

Asked to researched whether it is open to change, no matter that they affect you as well as your team. In this sense, it was found that 57.16% (fifty seven, sixteen percent) of respondents said they sometimes are open to change, no matter that they affect you, and your team; 0% (zero percent) of respondents said they are often open to change, no matter that they affect you, and your team; and finally, 42.84% (forty-two, eighty-four percent) of respondents said they are always open to change, no matter that they affect you as well as your team.

Note that 57.16% (fifty seven, sixteen percent) of respondents, ie the majority, are not always open to change. Only 42.84% (forty-two, eighty-four percent) of respondents are open to change, regardless of whether they affect, as well as their staff.

It is identified by the interviewees greater difficulty in coping of changes, it being understood that the manager's role with respect to innovation, still needs development.

Gil (2010), states that after the 1980s, companies were hit by serious changes, both environmental and organizational nature. Therefore it is believed that organizations and individuals have not yet adjusted to the speed of change.

Asked to researched whether it has the innovative, creative and clever ideas, focused on improving processes and results. In this sense, it was found that 28.56% (twenty-eight, fifty-six percent) of respondents said they sometimes have innovative ideas, creative and intelligent, focused on improving processes and results; 28.56% (twenty-eight, fifty-six percent) of respondents said they often have innovative, creative and clever ideas, focused on improving processes and results; and finally, 42.88% (forty-two, eighty-eight percent) of respondents said they always have innovative, creative and clever ideas, focused on improving processes and results.

It is noticed that 71.44% (seventy-one, forty-four percent) of respondents have innovative, creative and clever ideas, focused on improving processes and results, while 28.56% (twenty-eight, fifty six percent) of respondents only sometimes have them.

The parents' perception continues to show the necessity of confronting the scenario changes and constant need for innovation. It is believed that the development of competencies aimed at the innovative role appears to be necessary.

To better understand the result, refers to Le Boterf (2003) that defines the evolution of the concept of competence in perspective a view toward professionalism only in the 1980s, as previously jurisdiction was perceived only as a qualification of the individual. According to the author this change was essential now that competence meant organizational mobility and previously the meaning was individual stability.

Asked the searched if it checks the trends and prepare for the changes that may arise, planning how to adapt them. In this sense, it was found that 57.16% (fifty seven, sixteen percent) of respondents answered that only sometimes check trends and prepare for the changes that may arise, planning how to adapt to them; 14.28% (fourteen, twenty eight percent) of respondents said they often check the trends and prepare for the changes that may arise, planning how to adapt them; and finally, 28.56% (twenty-eight, fifty-six percent) of respondents said they always check the trends and prepare for the changes that may arise, planning how to adapt them.

It should be noted that the result of 57.16% (fifty seven, sixteen percent) of respondents only sometimes check trends and prepare for the changes that may arise, planning how to adapt to them. A smaller proportion of 42.84% (forty-two, eighty-four percent) of respondents checks trends and prepare for the changes that may arise, planning how to adapt to them.

Again there is the difficulty of respondents in dealing with the change of scenery. It is worth noting the Dutra of Understanding (2004), which attaches to organizational success to the influence of two main factors, organizational competence, implemented by the tangible and intangible heritage and individual skills, knowledge-based and skill of the people.

In this sense, refers to Ribeiro (2005), which provided that, with increasing coverage of public services after CF / 1988, they should improve. But stated that the lack of qualification of civil servants, it would be a great challenge to face. In Ribeiro's view (2005) a way to overcome this adversity would deploy an ARH focused on knowledge management.

4.3 Results interview applied by the Superintendent of SEDRMG

In order to provide a clearer understanding as to prevailing managerial skills to servers approved by managers selection process through meritocracy, applied a structured interview with the Superintendent Management, Planning and Finance of SEDRMG.

The Management Superintendent, Planning and Finance of the State Secretariat for Development of the Metropolitan Region of Goiânia - SEDRMG interviewed a total of eighteen (18) candidates along with another servant of SEGPLAN, ie the examination board of technical interview was always formed by Two (02) members, one technical server SEGPLAN and the other member was a Superintendent in escalated the wave of the management of the related area, the State Department where the vacancy would manage busy.

According to the Superintendent Management, Planning and Finance of SEDRMG, the examination board to which he belonged interviewed three (03) candidates to manage Human Resources, 03 (three) candidates to manage the bidding, 03 (three) candidates to manage administration and Finance, 03 (three) candidates to manage Logistics, 03 (three) candidates to manage Information Technology and 03 (three) candidates to manage equity, all linked managerial structurally to the Superintendency. Please note that only one candidate was selected by manage.

The Superintendent argued that the technical interviews were held at times and places established by SEGPLAN, individually. Each technique interview manage worked in three (03) phases, the first one with questions focused on general knowledge level of state and government, questions relating to the main government social projects and questions related to quantitative and qualitative data of the State.

In the second step, applicants had to answer questions related to either pleaded positions, questions as time experience in recent years in front of the posts already made, questions about the biggest challenges and concerns ahead of the positions already made and questions about the profile job Server. Finally, the third step which focused on the involvement and commitment from the server to the functions to be exercised if the employee was selected to take over as manage proposed, such as the employee expected as the result of evaluation of its performance and also questions as to decision making, pro activity and know how to work in teams. In this last stage was also rated the server behavior.

As the assessment criteria adopted by the board of examiners from the technical interview, Superintendent reported that the technique of SEGPLAN, during the interview with the staff, went to the examination board a standard table adopted by SEGPLAN to some criteria such as: initiative, suitability for the position, knowledge, expertise regarding the position claimed, professional experience, decision-making power, good communication, dealing with problems, work in teams, and others.

It noted that for each of the criteria, the examiner gave a score ranging from 05 (five) to 10 (ten) and at the end of the assessment interview, the examination board totaled first individually the total distribution of scores of criteria now established and subsequently amounted to the total of members of the examination board, as shown on the model 8:

To the Superintendent the questions applied in the technical interview with the candidates who participated in this phase, were able to evaluate not only the general and specific knowledge of servers, such as, primarily, also contemplated the managerial competencies of them. Since managerial positions require essential and basic skills to carry out the functions and duties, the candidates, to ensure its implementation into the requested position, had to be best in all criteria, and certainly the examination board was very careful to final decision by the applicant's note of closing.

It noted that the Superintendent stated categorically that did not know any of the candidates who passed the selection process managers through meritocracy, because it claims that only had contact with the candidates at the time of interview technique, and after approval the candidate for the post.

4.3.1 Managerial Skills: selection process and management skills of selected

It is noticed that in the first stage of the interview, candidates should know the projects and goals of the State of Goiás and the current indicators and goals. Therefore, the 1st stage of technical interview was concerned with verifying that the applicant had skills geared for the role of monitoring and coordination.

In the questionnaire that the successful candidates in the selection of managers through meritocracy, we sought to identify, as shown 04 in question number 21, if approved managers are concerned with monitoring the goals set for your department. It can be seen that the majority of respondents constantly analyzes the activities and set targets, as well as the factors which interfere with the results.

Hippolytus (2000) emphasizes the importance of individual and organizational skills to achieve the goals of public or private organizations, since the jurisdiction "summarizes the deployment, integration and transfer of knowledge."

The perception of respondents as questionnaire in question number 22, shows the line of competence required by managers selection process in the third stage, the first stage, therefore, 100% (one hundred percent) of respondents coordinate and control the activities in order to ensure compliance the established goals. Therefore it turns out, the importance of view toward goals in public administration.

The concern of the government of the State of Goiás, with deployment planning and goal setting is evident as Santos (2006), which shows that the process of modernization of the State government was accomplished through the first Multi-Year Plan - PPA in the State of Goiás, prepared in 1999 considering the same as a fundamental tool for the efficiency of public administration.

It is believed that the scope of efficiency in public administration of the State of Goiás depends on the development of individual and organizational skills: as shown by the perception of respondents, the majority of respondents always plans the activities, establishing a term and responsibility for meeting them. This result demonstrates the importance of a set of skills necessary for the proper performance of selected managers in meritocracy process of Goiás.

Concerned to ensure that candidates have the habit to follow the procedures of his department, checking their efficiency. It is observed that the objective of the second stage of the interview with applied candidates aimed to identify how managers had been functioning in their offices, worrying about the candidate's behavior and trying to identify their profile. Milk and Porse (2005) corroborate the need to identify the necessary skills to perform certain functions and say that competitive advantage comes from internal factors, and the ability to achieve efficiency, is directly linked to the condition of transforming individual skills organizational.

It was found in the interview applied to the superintendent and interviewer selection process managers through meritocracy of the State of Goiás, the second step was concerned with personal experiences in office now pleaded, questions as time experience in the last years ahead of the positions already made, questions about the biggest challenges and concerns ahead of the positions already made and questions about the server job profile. It is understood that at that time of the interview, the interviewer sought to better understand the candidate's behavior on the job. It is believed that the objective was to verify the skills needed to perform the role of mentor and facilitator in the position of manager of public administration.

In the third stage of the interview applied to candidates in the selection process of selection of Goiás State Government managers, the focus was to verify the commitment and server compromise with the functions to be exercised if the employee was selected to take over as manage proposed, such as the employee as to the expected outcome assessment of their performance and also questions as to decision making, pro activity and know how to work in teams. In this last stage was also rated the server behavior.

The interviewer tried to identify this stage the individual skills of the applicant. Dutra (2004), states that the individual competence is not linked only to the body of knowledge and skills that an individual may submit it alone will not add any value to the organization. For the individual competence to be absorbed by the organization it is necessary to delivery by the employee. In short, the important thing is that the delivery person for the organization, and not what she has.

It can be seen that respondents are endowed with enabling powers. According Maximiano (2002), are some necessary skills to perform well in the manager role, since "the manager of today must assume various roles among which the facilitator of organizational processes".

By relating the purpose of the interview and the results achieved through the questionnaire addressed to the successful candidates in the selection process managers, one realizes that assessed skills are present, because as question 17 of the questionnaire, which covers about concern for the performance of his team, individual monitoring of its members and the question 25, which checks the speed of decision making when are necessary, candidates demonstrated as their perception, possess basic skills for the performance of the manager role,

according to seen in the items covered in the interview applied to the third stage of the selection process of Goiás State Government Managers.

The behavior related to pro activity, innovation and coping changes, candidates demonstrated some difficulty in an uncertain scenario. We can see a trend aimed to develop a comfort zone in the conduct of activities.

It can be seen as the responsibility and interviewer's capacity is needed to get through the identification of this competence in the candidate, select the appropriate for the exercise of the function. As stated by Quinn (2003), "you can become a better manager, and above all improve in the areas that look nothing to do with their natural style" (p. 389). Therefore managerial skills, when identified, can help greatly in achieving organizational objectives.

Through interviews with the superintendent and evaluator of the third phase of the managers selection process through meritocracy, realized the importance and complexity of Decree No. 7291 of April 11, 2011, establishing, under the direct administration, Local Authorities and foundation of the Executive Branch State, the process of training and merit-based selection for the post in manager commission in the government of Goiás State.

In the candidate profile survey, we observed that although all of those surveyed agree with the method adopted by the Government, not all believe it to be able to identify candidates possess the necessary skills. It is believed that this indicator can be better evaluated if the result of the third phase submit a report, listing the identified skills and the justification of the decision on the definition of the selected manager.

Martins (1997) highlights the need for modernization of public administration in the country. Highlights the increasing complexity of public organizations in response to the emergence of an increasingly competitive environment and the need for rapid response, which causes the development of skills of public officials pass to be fundamental to the quality of public services.

It is believed that the interview with the Superintendent of SEDRMG, provided a greater understanding of the perception of the candidates, as the managers selection process through the Meritocracy, adopted by the Government of the State of Goiás.

FINAL

This study analyzes the prevailing management competencies for public servants of the State of Goiás, which were approved for the positions of meritocracy manage the process of the year 2011 to the year 2012, considering the expected competencies and the perception of selected regarding their skills in order to contribute to the topic covered, and influence the improvement of public administration.

There is an understanding that proposed objectives were achieved, since the research results presented line between the perception of successful managers in the selection process through meritocracy adopted by the Government of the State of Goiás, through SEGPLAN and expected skills, as seen in managers selection process and manuscripts of renowned authors in the area used in this research.

In order to provide clearance on the topic and scope of the general purpose of the research, we used the central ideas of Quinn et al (2003) in developing the perception verification instrument of managerial skills of approved for the positions of manage in meritocracy process of 2011 to the year 2012.

The method used by Quinn et al (2003), was presented as important for the development of research, as it shows a list of skills required for the performance of managerial functions and who were against the methods defined by the Goiás State Government through Decree No. 7,291, of April 11, 2011, instituting under the Direct Administration, Local Authorities and founding of the State Executive Branch, establishing the selection process for training and merit for the position in manager commission.

By analyzing the theory and make a comparison with the results achieved through the application of the comparative questionnaire with managers approved in the selection process of the State of Goiás, it was found that the perception of respondents, most are equipped with the skills necessary for the performance of the function. You can find out through the interview with one of the evaluators by merit selection process, the concern in verifying that the applicant has technical skills that meet the content required by post to the exercise of the managerial function.

It was still in the interview application, the 03 (three) steps applied in the candidate selection process, seek to identify not only technical skills, but the profile of the same reactions as well as provide to the challenges of function. It was noted that the proposal by the qualification and merit selection process for the position of manager of commission is not just in the selection, also provides performance evaluation steps at certain times, serving to reduce the accommodation risk managers, as the constant development of skills.

It was noticed through the questionnaire, that part of respondents has a tendency to establish a comfort zone, as demonstrated some difficulty to answer the demands in an uncertain scenario. Difficulty that can possibly be remedied with the performance evaluation provided in later stages of the selection process through the meritocracy, implemented by the Government of the State of Goiás.

It was confirmed in the surveyed profile analysis approved for management positions in meritocracy process, which has 100% higher level, and most already operates in managerial function. Identifies a favorable profile for the performance of management functions, regarding technical skills and experience.

It was found that the Public Administration in the State of Goiás is undergoing a significant modernization, demanding more capable and ready servers to meet the emerging demands.

It is understood that the search by the public administration for higher quality of services has become a must and at the same time a challenge, since the company requires more agility in responding to their demands. Therefore, it is believed that the identification and development of managerial skills are needed for this confrontation. Then we can see the state of Goiás Government's effort to adapt the state government to this new reality.

One can see that respondents recognize the importance and effort of the Government in the search for improvement of state public services, through their servers, so that 100% of respondents trust the meritocratic selection process for managers.

It is believed that further research will deepen the study on "managerial competence in public administration", understanding its importance to meet the demands that arise. It is hoped that this research is an important step for the improvement of public services in Brazil through the development of skills in public administration.

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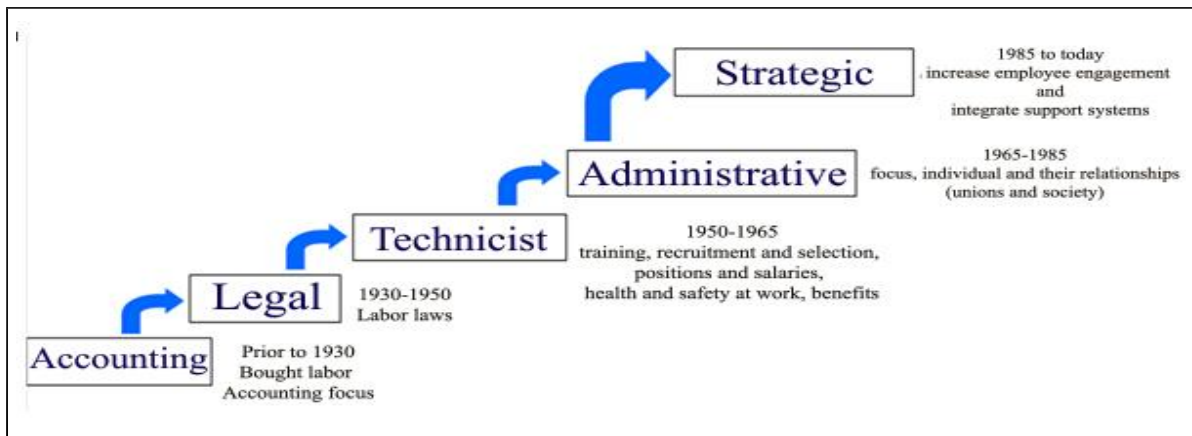
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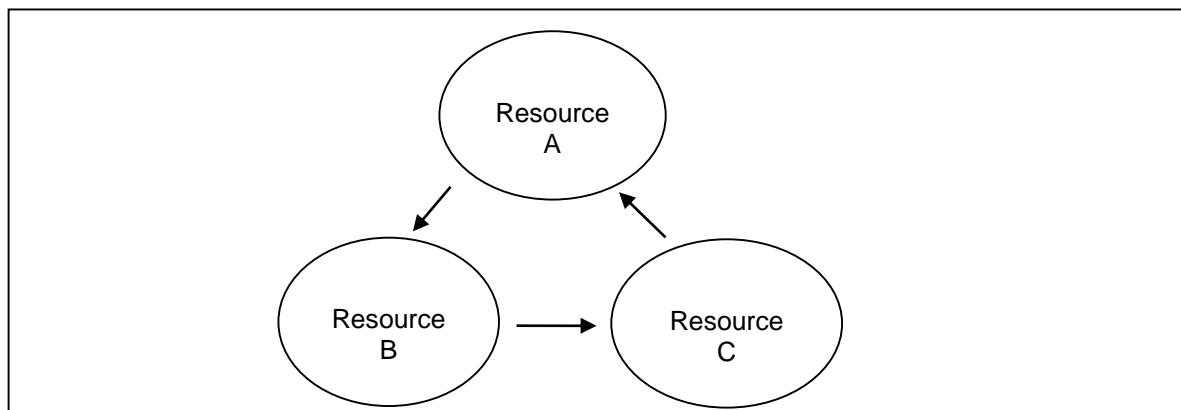
ATTACHMENTS

Figure 1 - Evolution of Human Resource Management - HRM



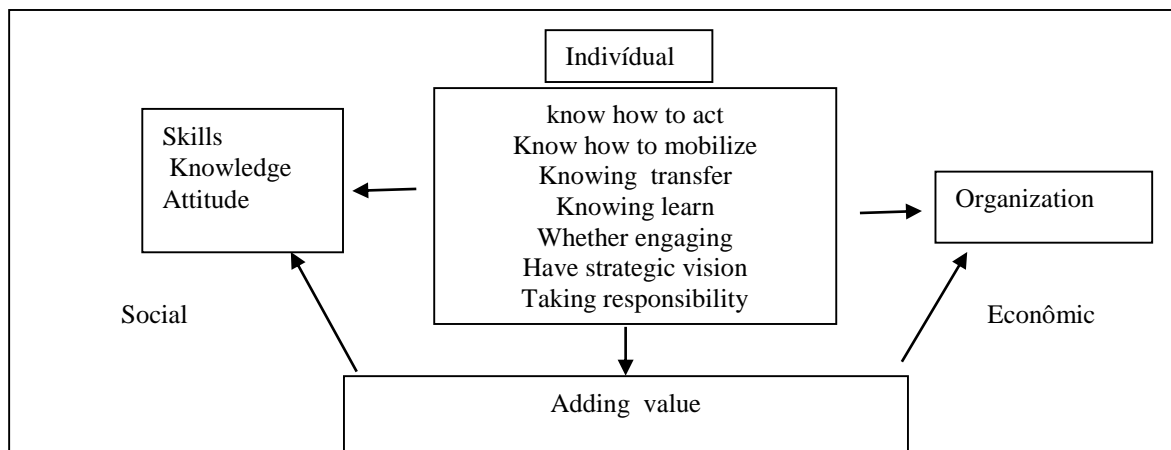
SOURCE: adapted Marras (2000)

Figure 2 - Relationship of Resources and Skills



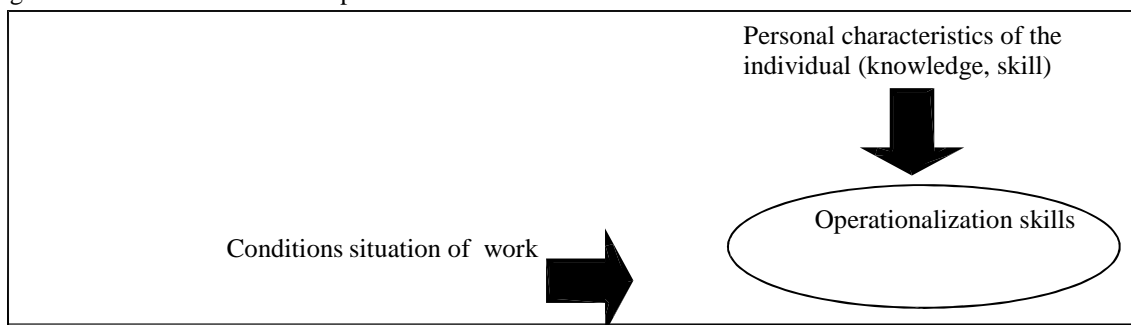
SOURCE: adapted Fernandes (2006).

Figure 3 - Competence as a source of individual value and organization.



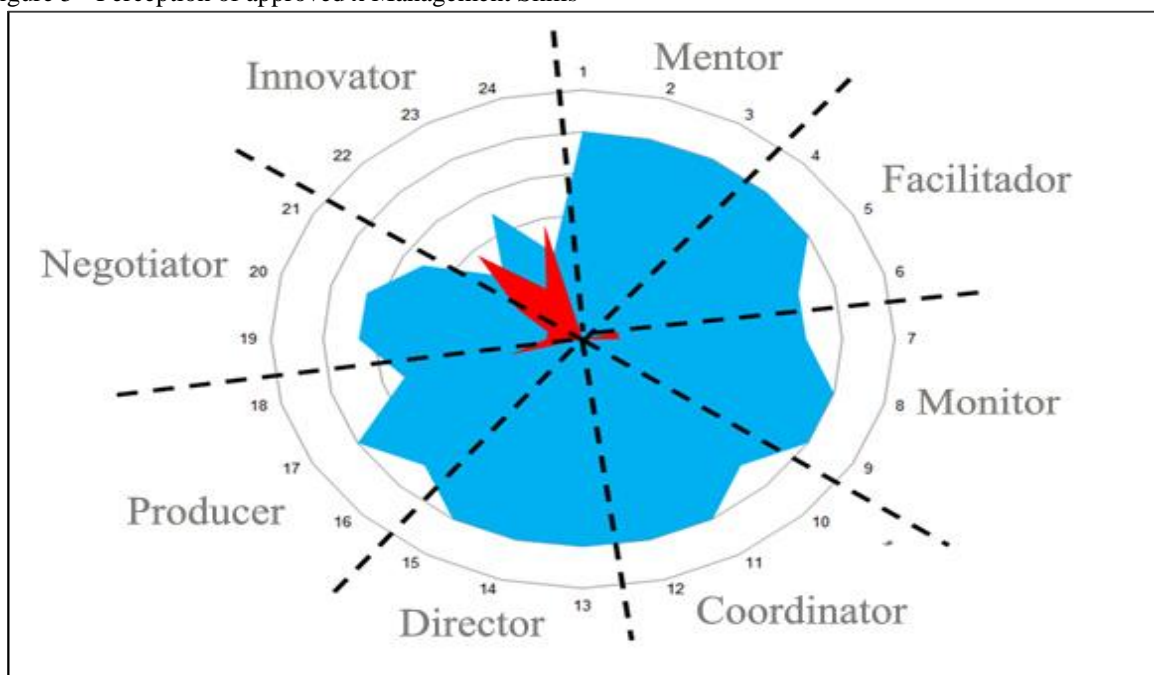
SOURCE: adapted Knapik (2006)

Figure 4 - Skills: Conditions of operationalization



SOURCE: adapted Le Boterf (2003)

Figure 5 - Perception of approved x Management Skills



SOURCE: Autores (2014)

Table 1 - Competency models that currently influence the management of organizations.

MODEL A (Conception Taylorista)	MODEL B (Learn Economics Perspective)
Operator ↓	Actor ↓
Run the prescribed ↓	Go beyond the prescribed ↓
Execute operations ↓	Perform actions and react to events ↓
Know how to do ↓	Knowing how to act ↓
Adapt. a conduct ↓	Choose a conduit ↓
Strict mesh to identify the competence ↓	Coarse to identify the competence ↓
Management for control ↓	Management for conducting ↓
Finishing on employment	Finishing on employability

SOURCE: adapted Le Boterf, (2003)

Table 2 - important skills for organizations.

- Organizational Skills:	Collective skills associated with activities and means end activities;
- Individual Skills:	Knowing how to act capable of transferring knowledge and skill add value to the organization;
- Distinctive Competencies:	Recognized by customers as differentiated in relation to competitors;
- Skills units business:	Small number of key activities, practiced in units of business;
- Support Skills:	Activities that serve as the foundation for other activities organization;
- Essential Skills:	Fundamental for the survival of the organization and in central its strategy.

SOURCE: adapted Dutra (2004).

Table 3 - Key Competences for management level

Management roles	Key Competencies
1 – Mentor	1-Understanding of self and others 2- Effective communication 3- Development of employees
2 – Facilitador	4- Team building 5- Use of participatory decision-making 6- Conflict management
3 – Monitor	7- Performance management and collective processes 8- Analysis of the information with critical thinking 9- Monitoring of individual performance
4- Coordinator	10- Project management 11- Multidisciplinary management 12- Planning work
5 – Director	13- Living with Change 14- Creative thinking 15- Change management
6 – Producer	16- Setting Goals and Objectives 17- Development and communication of a vision 18- Planning and Organization
7 - Negotiator	19- Constitution and Maintenance of a Power Base 20- Submission of Ideas 21- Negotiation of agreements and commitments
8 – Innovator	22- Productivity at Work 23- Time and Stress Management 24- Workplace

SOURCE: Adaptado de Quinn et al (2003)

Table 04 - Levels and score / academic

	Level	Score
Academic formation (maximum 40 points)	Specialization	10 points for each specialization course completed by the final registration date
	Master'S Degree	13 points for the Master's degree by the closing date subscription
	Doctorate	17 points for a doctorate completed by the closing date subscription

SOURCE: SEGPLAN (2011)

Table 05 - Levels and score / professional experience

	Level	Positions	Score - experience in a related field to management	Score - experience in unrelated areas
Professional experience	Position in leadership role	Director / Superintendent	0.50 per month	0.45 per month

(maximum: 60 points)		Manager / Supervisor / coordinator	0,45 per month	0,40 per month
	Function administrative	advice on management and technical positions	0,40 per month	0,36 per month

SOURCE: SEGPLAN (2011)

Table 06 - Stages of Team managers / processes.

	1° PROCESS (pilot)	2° PROCESS	3° PROCESS	4° PROCESS
Stages of Team managers	Curricular analysis	Curriculum Analysis and Technical Information	Curriculum analysis	Curriculum analysis
	psychological interview	Objective evidence of managerial knowledge	Objective evidence of managerial knowledge	Objective evidence of managerial knowledge
		Proof of documentation and interview Technique	Proof of documentation and interview Technique	Objective evidence knowledge of documentation and interview Technique

SOURCE: SEGPLAN (2012)

Table 07 - Monitoring of implementation processes

	1° PROCESS (pilot)	2° PROCESS	3° PROCESS	4° PROCESS	Total
Official Gazette	Notice DOE nº 21033 of 01 February of 2011.	Notice DOE nº 21070 of 28 of march de 2011.	Notice nº 21177 of 02 September of 2011.	Notice DOE nº 21316 de 29 of march of 2012.	–
Total vacancies for managers	16	226	551	37	830
Total selected managers	15	223	532	21	791
Quantity Subscribers	1.489	2.796	3.092	560	7.937

SOURCE: SEGPLAN (2012)

Table 08 - Evaluation Table Candidate SEGPLAN

Secretary of State for Management and Goiás Government Planning Manages the Candidate Assessment Table of Human Resources SEDRMG Candidate Name: _____ Date: ___/___/___.			
Technique SEGPLAN signature		Superintendent SEDRMG signature	
Criteria:	Appraiser SEGPLAN	Appraiser SEDRMG	TO TAL
Initiative	08	09	17
Suitability for the position	05	06	11
General knowledge	07	05	12
Knowledge specific	09	07	16
TOTAL	29	27	56

SOURCE: SEGPLAN (2012)