

**Course**

**Catalogue**

**2009**



**ENAP**

## **National School of Public Administration**

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## Presentation

This course catalogue is a portrait of Enap's efforts to enhance initiatives for the development of competences of Brazilian public service leaders. The experience of articulating courses into programs, which has been gradually implemented, allows for capacity building to unfold in a systemic non-fragmented way, using an integrative approach to knowledge from distinct areas.

To enhance its actions, Enap has been strengthening, on one hand, its Partnership Program with other government schools, broadening institutional cooperation, number of shared courses, forming teachers to multiply capacity, and building information on capacity building activities offered by the government schools, through a Map of Capacity Supply. On the other hand, Enap continues to exchange experiences with recognized national and international institutions, prospecting and adapting new contents and methodologies applied to the Brazilian public administration reality.

By doing this, it has been possible to constantly update and improve programs on Managerial Development, Career Formation, Career Improvement, and Specialization courses offered by Enap. The option to give stimulus to distance education has also been revealing itself as a strategy to broaden opportunities on capacity building to public servants on this modality, in all country regions.

The building of such pedagogic alternatives translates the commitment of this school in seeking its institutional mission of developing civil servants' competencies to improve government capacity in managing public policies, collaborating to the implementation of the


National Policy of Personnel Development to strengthen an efficient public administration, transparent and democratic.

Helena Kerr do Amaral

President

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## How to use this catalogue

Enap programs and courses can be grouped in two greater educational areas – *Managerial and Technical Development and Career Development and Specialization* -, put into operation, respectively, by the Directory for Managerial Development (DDG) and Directorate for Professional Formation (DFP).

According to teaching areas, this catalogue is organized in two sections. The first section presents the Managerial and Technical Development Courses. The second section presents the Careers Development courses and the Specialization Courses.

In the description of each course, it is identified the thematic field and/or program to which the course belongs to. Courses which are not inserted in programs are presented as “Regular Courses – present and distance learning”.

## How to register at ENAP courses

Orientations on registration vary according to the learning area and the modality (if presence or distance learning).

### Managerial and technical development

#### Presence Courses

##### Institutional Demands

In order to make a better use of presence learning actions offered by Enap, it is recommended that the interested institutions:

- Refer to Enap programs at [www.enap.gov.br](http://www.enap.gov.br);
- Analyze the need of professional development of its civil servants, observing if the learning goals suit organizational needs;
- Make a formal request by filing up the electronic form at [www.enap.gov.br](http://www.enap.gov.br): “eventos de aprendizagem presenciais > apresentação>formulário”;
- Wait for ENAP/DDG to contact you to analyze the demand to file a formal proposal.

##### Individual Demands

In order to make a better use of the presence learning actions offered by Enap, the interested person should:

- Discuss with his/her immediate supervisor about training needs;
- Refer to Enap programs at [www.enap.gov.br](http://www.enap.gov.br);
- Choose the course that better suits his/her professional development needs, based on learning goals;
- Check if he/she fits the description of the kind of students each course is intended for;
- Make a pre-registration, observing the following steps:
  - Go to [www.enap.gov.br](http://www.enap.gov.br) website.
  - Choose, learning events, “presenciais”
  - Choose “cursos oferecidos”

- Choose the desired course
  - Choose a class
  - Follow the instructions presented on the screen.
- Pre-registration must be made until 45 days prior the start of each course.

Enap will check if the pre-registered student is of adequate profile according to the course and the number of students registered in each class.

### **Confirmation of registration**

If the student is selected, he/she will receive a “confirmation of registration” by email up to 30 days prior to the beginning of the course. The email will also be sent to the immediate supervisor.

After receiving the confirmation, it is necessary that the student informs the training area of his/her to carry on payment procedures. A copy of the payment document should be sent to Enap up to five days prior to the beginning of the course.

In case of the need to cancel the registration, an email should be sent to [desenvolvimentogerencial@enap.gov.br](mailto:desenvolvimentogerencial@enap.gov.br) so that other civil servant on waiting list can make use of the opportunity of professional training.

For more information: email [desenvolvimentogerencial@enap.gov.br](mailto:desenvolvimentogerencial@enap.gov.br) or call +55 (61) 3445.7001.

## **Distance learning**

### **Institutional Demands**

In order to make a better use of distance learning actions offered by Enap, it is recommended that the interested institutions:

- Refer to Enap programs at [www.enap.gov.br](http://www.enap.gov.br);
- Choose courses that better suit the need of professional development of its civil servants, observing if the learning goals suit organizational needs;
- Make a formal request to Enap’s presidency with the name of the courses demanded and respective number of students for each course.
- Follow the orientation Enap will send the interested institution in order to go through with the request.

### **Individual Demands**

In order to make a better use of the distance learning options offered by Enap, the interested party should:

- Discuss with his/her immediate supervisor about training needs;
- Refer to Enap programs at [www.enap.gov.br](http://www.enap.gov.br);
- Choose the course that better suits his/her professional development needs, based on learning goals;

- Check if he/she fits the description of the kind of students each course is intended for;
- Fill in the pre-registration form, at Enap website, until 45 days prior the start of each course.

Enap will check if the pre-registered student is of adequate profile according to the course and the number of students registered in each class.

To make a better use of the training, participants must:

- Have time availability to participate in the distance learning course;
- Have internet access;
- Have emails, preferably both institutional and private;
- Have a computer with an operational system Windows 95 or superior or Linux;
- Have a compatible browser;
- Have computer programs to open compacted files, plug in for Flash 7 or superior, compatible with the browser and PDF reader.

### **Confirmation of registration**

If the student is selected, he/she will receive a “confirmation of registration” by email up to the eve of the beginning of the course. The email will also be sent to his/her immediate supervisor.

In case of impossibility to participate, the student must cancel the registration through Enap website. If cancelation is done in due time, another civil servant on waiting list will be able to seek the opportunity for professional training.

Contact: ead@enap.gov.br

## **Career Development Courses and Specialization Courses**

The career development and career improvement courses, as well as the specialization courses, are offered to previously defined groups, through negotiation processes with public institutions in partnership with Enap. Enrollment is through institutionalized processes, previously negotiated and broadly broadcasted.

### **Career development courses**

Career development courses represent the second phase of public examinations to enter civil service to the careers of Specialist in Public Policies and Government Management (EPPGG) and Analysts of Planning and Budgeting (APO). Registration is via procedures published according to the public examination regulation. Only the candidates approved on the first phase of the selection procedure can enroll. Rules and orientations to registration are informed to candidates on Enap website.

### **Specialization – lato sensu post graduation**

In order to register for the Specialization in Public Management, offered in a regular basis by Enap, the candidate needs to be approved in a selection process, composed of a written exam, interview and curricula analysis.

Rules to enrollment are made public through Enap's website and informed to all approved candidates.

Enrollment procedures to other specialization courses offered on demand, in partnership with public institutions, vary for each case. Usually, selective procedures are implemented jointly by Enap and the institution which demanded the course.

### **Career Improvement Courses**

Enrollment is directly through Enap's website.

## Facilities and lodging

### Facilities and equipments

Enap is located in a 50,000m<sup>2</sup> campus with:

- 26 air-conditioned classrooms, and one classroom with videoconference equipment;
- Equipments such as TV, video, projectors, computers, panels, simultaneous translation gear;
- Two computer laboratories (classrooms with individual PCs);
- Auditorium with 190 seats that can be arranged in a flexible way, mezzanine with 42 seats, audiovisual resources and simultaneous translation equipment;
- Two amphitheaters with 40 seats each, and two more with 50 seats each;
- Library specialized in Public Administration;
- Restaurant, snack bar, and coffee break services;
- Special room for receptions for up to 50 people;
- Common room;
- Meeting point, for more casual gatherings;
- Sportive area with swimming pool, soccer field, two indoors multi-sportive fields, dressing/showers/restrooms;
- Leisure area and barbecue equipment;
- Banco do Brasil Banking facility.

Public institutions can request the use of such facilities. More information with Events Team: telephone +55 (61) 3445.7111, fax +55 (61) 3445.7170 or email [eventos@enap.gov.br](mailto:eventos@enap.gov.br).

### Lodging

Enap lodging is composed of nine suites and 60 apartments with three beds in each, equipped with a small fridge, telephone, closets, ventilator, bathroom, bed sheets, towels, TV and DVD (only at the suites), hall with sofas and drinking water fountain.

## **Reservations**

Interested parties must request reservations through email ([alojamento@enap.gov.br](mailto:alojamento@enap.gov.br)) or by fax (+ 55 61 3445.7169). Registration in a course does not imply the use of the lodging.

## **Prices**

Please check at [www.enap.gov.br](http://www.enap.gov.br)

## **Payment**

Payments can be made by payment order (72 hours prior to arrival), check or cash.

## To contact ENAP

In order to contact ENAP, please use preferably the institutional emails.

### Managerial and technical development

#### Presence Courses

[desenvolvimento@enap.gov.br](mailto:desenvolvimento@enap.gov.br)

Telephone: + 55 (61) 3445 7001

Fax: + 55 (61) 3445 7179

#### Distance courses

[ead@enap.gov.br](mailto:ead@enap.gov.br)

Telephone: + 55 (61) 3445 7056

#### School support

[cursos@enap.gov.br](mailto:cursos@enap.gov.br)

Telephone: +55 (61) 3445 7121

Fax: + 55 (61) 3445 7181

#### Specialization Courses

[especializacao@enap.gov.br](mailto:especializacao@enap.gov.br)

Telephone: + 55 (61) 3445 7057

Fax: + 55 (61) 3445 7174

#### Career Formation Courses

[secretariadeformacao@enap.gov.br](mailto:secretariadeformacao@enap.gov.br)

Telephone: + 55 (61) 3445 7052

Fax: + 55 (61) 3445 7174

#### Lodging

[alojamento@enap.gov.br](mailto:alojamento@enap.gov.br)

Telephone: + 55 (61) 3445 7212

Fax: + 55 (61) 3445 7169

#### To use Enap installations

[eventos@enap.gov.br](mailto:eventos@enap.gov.br)

Telephone: + 55 (61) 3445 7111

Fax: + 55 (61) 3445 7170

**Graciliano Ramos Library**

[biblioteca@enap.gov.br](mailto:biblioteca@enap.gov.br)

Telephone: + 55 (61) 3445 7139

Fax: + 55 (61) 3445 7156

**Other information**

[faleconosco@enap.gov.br](mailto:faleconosco@enap.gov.br)

Telephone: + 55 (61) 3445 7000

## Managerial and Technical Development

### Training programs

The Managerial and Technical Development field is composed of groups of programs and courses aimed at training civil servants. These programs and courses intend to create a coherent vision of management, in all levels, and to optimize civil servants' actions through education and learning of methods and techniques aimed at improving working processes, without forgetting the values dimension within the ethical commitment for the public service.

Programs gather courses which can be offered isolated or sequentially. The sequential courses allow for a systemic view of working processes through training. The programs proposal is to offer modular training to public organizations, favoring training according to the needs and time restraints of civil servants in a blended-learning modality of presence and distance education.

Currently, in this field, Enap offers five programs:

1. Training Program on Public Logistic Management
2. Training Program on Personnel Management
3. Training Program on Pluriannual Plan Management (PPA)
4. Training Program on Budgetary and Financial Management
5. Program on Development of Operational Managers and Supervisors (DGOS)

In the following pages, the main information on programs is presented, as well as on the courses within the programs.

**For all courses**

- The opened classes take place at Enap
- Program courses can be viewed on courses calendar, at Enap website
- Classes on demand can take place either at Enap or at other sites.
- Demands can be submitted by filling out a form available at Enap website.
- Minimum of 20 and maximum of 25 students per class (open or on demand)

# Training Program on Public Logistic Management

This program is intended for Federal civil servants working with logistics.

## **Goals**

- Understand the relevance of strategic vision and planning in public logistic management, and its impacts in supply logistics;
- Learn the office supply management process according to systemic perspective within the organization, recognizing its importance and its contribution to increase levels of efficacy, efficiency and effectiveness in public organizations;
- Write drafts of terms of reference respecting legal and technical grounds applied to the purchase process and supply management in public organizations;
- Understand the structure and functioning of the electronic purchase system, identifying impacts and recognizing advantages in the government purchase process;
- Conduct electronic purchases processes, applying current legislation;
- Identify the needs to reduce the number of procurement process related activities, faster procurement processes, better management of stock control;
- Identify the needs of monitoring and planning of expenditures related to contracts, applying the structure and the contract terms in the supply field area;
- Identify mechanisms of constant monitoring and planning in contracting services management, development ethic and proactive attitude;
- Apply legislation in a reflexive form, adopting efficient and adequate norms and rules to procurement process in the public sector.

## Methodology

Dialogued expositions, reports of experiences, simulations, case studies, practical exercises, and group dynamics and directed reading.

## Program Structure

Courses can be selected, by the civil servant, according to his/her interest, need and time availability; however, attention is recommended to the courses which require previous knowledge or previous courses on specific content.

## Courses

Planning and logistics of supplies	24 h
Materials Management	16 h
Legislation applied to supply logistics – Laws nº 8666/93 and nº 10520/02 (distance learning)	26h
Procurement process for purchases in the public sector	16 h
Electronic purchase system (*)	16 h
Training of electronic purchase system personnel (*)	16 h
Price registration (*)	16 h
Supply and Services Contracts management	40 h
Total	170h

(\*) For these courses, each student must register at SIASG to access the Training Tools. Information on registration can be found at <http://comprasnet.gov.br>

# Training Program on Personnel Management

This program is intended for Federal civil servants working as coordinators-general, coordinators and members of human resources teams of the Federal Public Administration.

## **Goals**

- Acknowledge the importance and the contributions of competence-based management to improve practices of personnel management in the public administration;
- Discuss career plans guidelines from the personnel management perspective;
- Understand the importance of mapping competencies to accurately diagnose training needs;
- Elaborate training plans according to identified and mapped individual competencies;
- Recognize the importance of teamwork in organizational contexts;
- Apply Law nº 8112/90 in the process of personnel management considering its updates and using complementary information sources available to the personnel management process;

## **Methodology**

Dialogued expositions, practical exercises, reports of experiences, simulations, group dynamics, and directed readings.

## **Program structure**

Although themes are inter-related, they are independent. Courses can be selected, by the civil servant, according to his/her interests, needs, and time availability.

**Courses**

Competence-based management and training	8 h
Workshop: methodology for mapping competences	16 h
Elaboration of competence-based training plans	32 h
Personnel legislation and SIAPE as managerial tools	8 h
Workshop on team development	20 h
Applied legislation on personnel management – Law n° 8112/90 and complementary legislation (distance learning)	20 h
Strategic personnel management and career plans (distance learning)	20 h
Total	124 h

# Training Program on *Pluriannual* Plan Management

This program is intended for Federal civil servants working as managers of PPA Programs; executive managers; action coordinators; technicians within the monitoring and evaluation units of PPA – UMA; and PPA executive teams.

## **Goals**

- Identify the relationship between planning and budgetary tools: PPA, LDO, LOA, identifying the stages of the public expenditure cycle in the process of managing the Plan;
- Recognize the importance of the Program as an integration element among Planning, Budget and Public Management;
- Describe the importance of using the problem analysis methodology to guarantee Program quality;
- Quote the main steps to elaborate a PPA Program;
- Identify the different indicator types used to measure the result and the execution of a PPA Program.
- List the main problems related to building indicators, to evaluating and revising PPA Programs;
- Indicate methodologies used by the Federal Government for monitoring, evaluating and revising PPA;
- Identify the main problems related to PPA Programs monitoring, identify possible alternatives to minimize such problems and the measures that can be taken to optimize execution;
- List the main aspects to be considered in the elaboration of the Managerial Plan;
- Identify the main stages of the budgetary and financial execution process, and the measures that can be taken to optimize execution.

## **Methodology**

dialogued expositions, oral expositions with directed reading, reports of experiences, group dynamics, distance learning and laboratory practices.

## **Program Structure**

The course “PPA: elaboration and management – basic cycle” is composed of modules to be studied in the following sequential order:

### **Courses**

Systemic view of the PPA management cycle	4h
Planning tools and methods	10h
Elaboration of PPA Programs	8h
Construction of PPA indicators	4h
Monitoring of PPA programs	6h
Evaluation of PPA Programs	2h
Revision of PPA Programs	2h
Federal budgetary system	4h
TOTAL PPA: elaboration and management – basic cycle	40h

# Training Program on Budgetary and Financial Management

This program is intended for Federal civil servants working on routines of budgetary administration and/or in need of knowledge in this field.

## **Goals**

- Identify the main concepts related to the budgetary process;
- Identify and understand the principles and directives ruling the Fiscal Responsibility Law – LRF;
- Understand the legal content of the Budgetary Directive Law – LDO, including the ones originated in the Federal Constitution, in the Fiscal Responsibility Law and in the LDO itself, acknowledging its broad impact in the Federal Public Administration;
- Identify the main aspects of the Brazilian economic policy post-Real Plan, conceptualizing fiscal goals and relating them to budgetary execution.
- Identify the main stages and phases of budgetary elaboration;
- Understand the use of budgetary classifications;
- Conceptualize and classify budgetary income identifying the main forms of government revenue management;
- Understand the structure and functioning of the budgetary elaboration system, identifying the legal aspects of the elaboration of the budgetary proposal;
- Understand normative aspects related to budgetary alterations;
- Understand legal and managerial aspects of budgetary execution monitoring;
- Understand the elaboration and execution of federal public budget, using the Federal Public Administration Methodology.

- Explain the elaboration and the execution processes of the public budget, from the perspective of the methodology used by the Federal Public Administration.

### **Methodology**

dialogued exposition and case analyses, distance learning and laboratory practice.

### **Program Structure – Courses – Budgetary Management**

Budgetary management	40h
Financial and budgetary management	64h
Fiscal Responsibility Law	21h
Public Budget: elaboration and execution (distance learning)	35h
Total	160h

# Program on Development of Operational Managers and Supervisors (DGOS)

This program is intended for Federal civil servants working as intermediary and operational managers and supervisors, with a team under their responsibility.

## **Goals**

- Make the distinction between State and Public Administration functions and its relation to the practice of public management;
- Apply the principles which give support to Public Service in organizational management;
- Identify concepts and foundations of the Federal Government Managerial Cycle, from the Plurianual Plan (PPA);
- Relate governmental planning and financial-budgetary execution;
- Analyze the public procurement process in the public federal administration;
- Integrate Personnel Management dimensions into Public Administration with emphasis on empowering the civil servant and improving public services;
- Apply the developed and the acquired knowledge and information produced within organizations as the basis to improve public service;
- Elaborate an intervention proposal to public organizations according to acquired knowledge;

## **Methodology**

dialogued exposition; practical exercises; reports of experiences; group learning and debates.

**Program structure:**

The modules should be taken on the sequence indicated below.

**Modules**

Development of operational managers and supervisors

Module I – Context of the Public Administration 16h

Module II – Managerial Cycle 32h

Module III – Organizational Process Management 20h

Module IV – Budgetary and financial resources management 16h

Module V – Personnel Management 28h

Module VI – Organizational learning and knowledge management 16h

Learning groups and final encounter 20h

Total 148h

# Presence and distance learning regular courses

In the following pages, there is information on regular courses offered by Enap.

The *presence* courses can be offered at Enap *campus*, in open groups or on demand, with minimum of 20 and maximum of 25 students per class. It is possible to form classes at other sites/ locations outside Enap, on demand. Demands for group formation can be submitted by filling out a form available at Enap website.

The *distance learning* classes can be offered as open or exclusive groups. Demands should be submitted to Enap's Presidency.

The program lists, courses and its respective classes can be found at Enap website ([www.enap.gov.br](http://www.enap.gov.br)).

**Analyses and improvement of processes** (distance learning). 40 hours of classes, with focus on applying quality managerial concepts, identifying and using tools to improve organizational processes, methodology of analysis and solution of problems (MASP). It is recommended a minimum dedication of 2 hours per day. The course is free.

**Citizens Services** (distance learning). 20 hours of classes, with focus on explaining the importance of servicing well; main concepts of public attendance; essential competences a civil servant must have, in order to offer quality treatment to citizens; ethical and legal aspects in dealing with citizens. The course is free.

**Informatics Courses**, by Serpro (distance learning). Linux networks, servers, and graphic interfaces; GNU/Linux; BrOffice.org impress, writer and calc, Mozilla. The courses are free.

**Didactics to learning facilitators** (presence). 40 hours of classes, with focus on critical observation of the teacher/professor/facilitator/presenter; correcting mistakes; and optimizing the adult learning practices.

**Elaboration of legal instruments to procurement in public sector** (presence). 16 hours of classes, with focus on choosing criteria for public procurement, the phases of public procurement, and its implementation.

**Elaboration of capacity building plans** (presence). 32 hours of classes, with focus on analyzing concepts and different theoretical approaches to learning at work.

**Project elaboration** (presence). 40 hours of classes, with focus on concepts, foundations, methodologies, planning and monitoring of projects elaboration and projects implementation.

**Project elaboration and management** (presence). 40 hours of classes; with focus on concepts, elaborating a plan of monitoring, implementation and control of projects; learning the stages of closing and evaluating a project.

**e-MAG – technical guideline for accessibility** (distance learning). 20 hours of classes, with focus on recognizing needs to access sites, fixing mistakes, developing webpages. The course is free.

**e-MAG – A model of accessibility in electronic government** (distance learning). 10 hours of classes, with focus on orienting the development and adequacy of Brazilian government portals and websites, according to e-MAG rules. The course is free.

**Ethics and public service** (distance learning). 10 hours of classes, with focus on recognizing the ethic dimension in the professional life and in public sector problem solving. The course is free.

**Electronic procurement** (presence learning). 16 hours of classes, with focus on federal civil servants who work on procurement offices.

**Foundations of Project Management** (distance learning). 20 hours of classes, with focus on recognizing the importance of project management in the public administration context from the understanding of the Project Management Institute - PMI methodology. The course is free.

**Project management** (presence). 40 hours of classes, with focus on using concepts and identifying different methodologies and stages of project management.

**Management of services and supply procurement** (presence learning). 40 hours of classes, with focus on public services working on procurement tasks in the supply field.

**Management of partnerships and contracts involving transfer of funds** (presence and distance learning). One course aimed at the public servants in charge of transferring funds and another course aimed at public servants in charge of receiving public funds. Hours of classes to be defined.

**Materials Management** (presence learning). 16 hours of classes with focus on federal civil servants working with supplies.

**Strategic Personnel Management** (distance learning). 20 hours of classes, with focus on identifying personnel management by competence as a tool to achieve organizational goals. The course is free.

**Integrated management in Public Administration** (presence). 20 hours of classes, with focus on an overview of public management elements which determine planning, implementation and evaluation of public policies.

**Budgetary management** (presence). 40 hours of classes, with focus on recognizing the importance of responsible management, identifying control of resources as a tool to achieve the best interest of citizens, understanding the structure, phases, meaning means of the budget.

**Budgetary and financial management** (presence). 64 hours of classes, with focus on the funding of budget, programming payments, monitoring and evaluating, classification, chronogram and programming in the federal budget, monitoring tools (SIDOR, SIAFI).

**Management by Competence** (presence). 8 hours of classes, with focus on comparing different concepts and propositions on competence, individual and organizational.

**Applied legislation to personnel management – Law n 8112/90 and its complements** (distance learning). 20 hours of classes, with focus on applying the legislation correctly and as an instrument to personnel management. The course is free.

**Applied legislation to procurement – Law n 8666/93** (distance learning). 26 hours of classes, with focus on adopting the most appropriate process for public sector procurement, from a critical thought on the respective legislation.

**Personnel legislation and SIAPE as a tool for better management** (presence). 8 hours of classes, with focus on demonstrating the importance of the monitoring system SIAPE, the importance of legislation in administrative processes and the acknowledgement of legal procedures.

**Fiscal Responsibility Law** (presence). 21 hours of classes, with focus on understanding the principles and directives of the Fiscal Responsibility Law and fiscal management as a whole.

**Leadership and Management** (presence). 12 hours of classes, with focus on recognizing the importance of the leadership role in strengthening public institutions, and on assuming the role of leader in Public Administration challenges.

**Leadership: action and reflection** (presence). 32 hours of classes, with focus on the commitment to transform the unit where the civil servant works into a learning unit; understanding the strategic importance of leadership in the public sector, with the singular dimension and the common values; help subordinates to learn, develop competences and acquire growing confidence; understand the public sector organizations and know how to influence and to change them.

**Improvements in Public Management** (presence). 40 hours of classes, with focus on contextualizing public service on society demands, managerial practices, ethical behavior.

**Team development workshop** (presence). 20 hours of classes, with focus on importance, integration, plan, role etc of team work.

**Strategic planning workshop** (presence). With focus on contributing to the elaboration and the implementation of each institution strategic plan. Each workshop is customized according to the institution's needs. The number of hours of class depends on the customization, also to be defined according to institution's needs.

**Methodology for mapping competencies Workshop** (presence). 16 hours of classes, with focus on methods and techniques of identifying and mapping competencies.

**Public budget: elaboration and execution** (distance learning). 35 hours of classes, with focus on explaining the processes of elaborating and executing the federal public budget. The course is free.

**The role of the manager in team development** (presence). 21 hours of classes, with focus on learning how to give precise information to civil servants in the team, listen to team members, give positive feedback, conduct coaching.

**Planning and logistics of supply** (presence). 24 hours of classes, with focus on a strategic vision of supply logistics and the mechanisms of supply management.

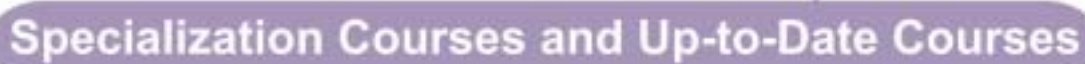
**Strategic planning** (presence). 40 hours of classes, with focus on concepts of institutional strategic planning, methodology and tools for planning and for strategic public management, contribution and participation in the institutional strategic planning elaboration process.

**PPA elaboration and management – the basic cycle** (presence). 40 hours of classes, with focus on PPA, LDO, LOA, Programs, tools, main problems in implementation, main phases, how to improve implementation.

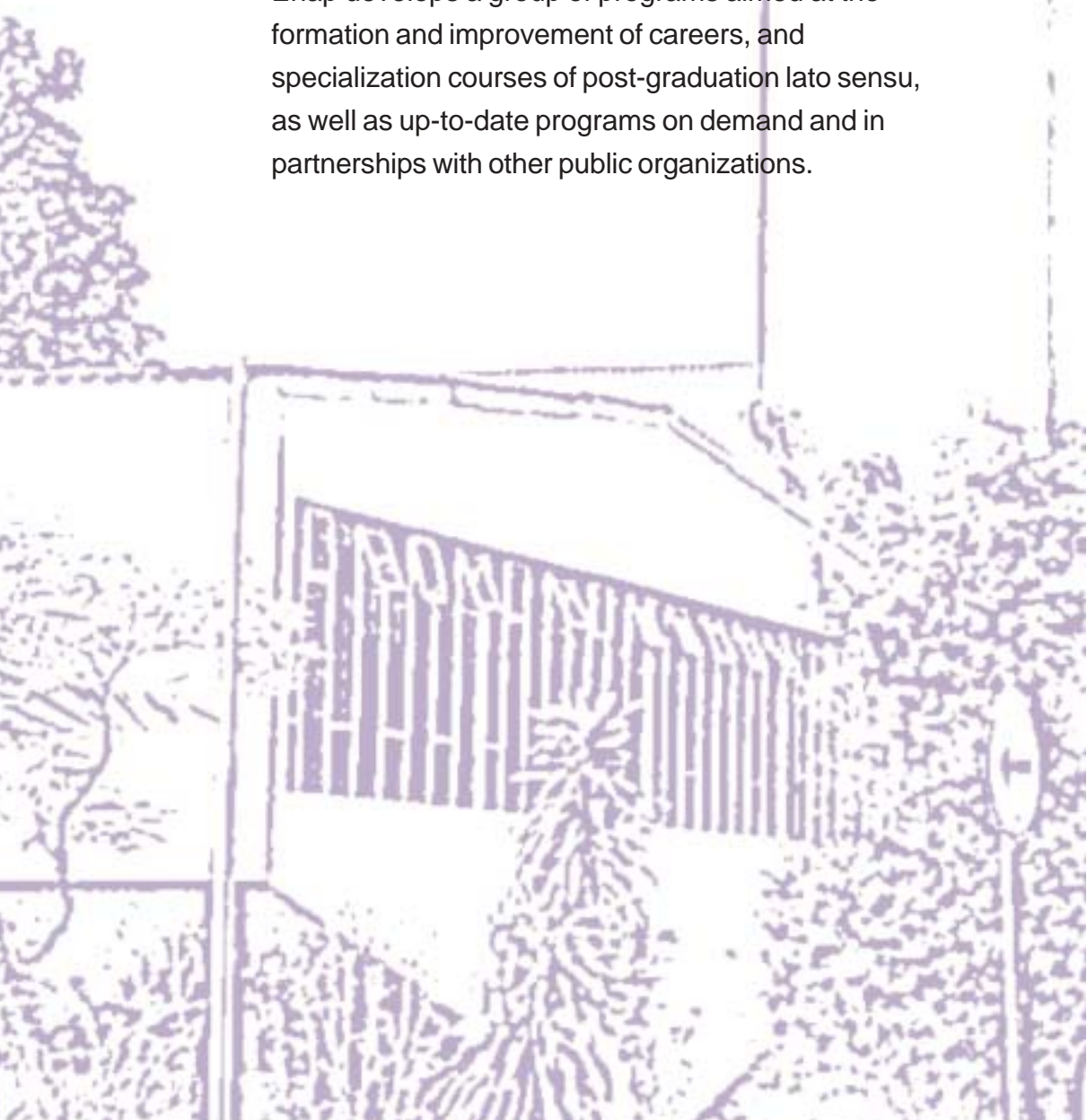
**Price registration** (presence). 16 hours of classes, with focus on speeding procurement procedures by better management.

**Towards virtual learning** (distance learning). 10 hours of classes, with focus on discussing the learning range through electronic tools, recognizing this learning modality as a viable and competent method. The course is free. Originally from the Canadian School of Public Service (CSPS), this course was adapted to Enap within the Technology Transfer Project, financed by CIDA (Canadian International Development Agency). The course is free.

**Electronic systems for procurement** (presence). 16 hours of classes, with focus on defining, understanding electronic systems of procurement; learning on national and international experiences; being acquainted with “ComprasNet” system and learning on the foundations and applications of the electronic quotation of prices.

The ENAP logo is located in the top right corner of the page. It consists of the letters 'ENAP' in a bold, white, sans-serif font, set against a dark blue rectangular background with a slight 3D effect.A dark blue rounded rectangular button containing the text 'Career Development Courses' in white, bold, sans-serif font.A dark blue rounded rectangular button containing the text 'Specialization Courses and Up-to-Date Courses' in white, bold, sans-serif font.

Enap develops a group of programs aimed at the formation and improvement of careers, and specialization courses of post-graduation lato sensu, as well as up-to-date programs on demand and in partnerships with other public organizations.



## **Career Formation Courses**

The Career Formation Courses are aimed at preparing the civil servant who has just entered the career of Specialists in Public Policy and Government Management (EPPGG) or the career of Analysts of Planning and Budget (APO) before he/she takes office at the Federal Public Administration, according to the policy established by the Ministry of Planning, Budget and Management. The focus of the courses is on the main topics and problems related to the Federal Government, with emphasis on knowledge, analytical frameworks, information and technology of management applied to the public sector, with incentives to the development of competences to allow for strategic thinking, action and interaction in problem solving and in the search of better results, aimed at serving citizens.

The courses also intend to familiarize students with the work contexts in the Federal Public Administration, its organizational structure and its forms of functioning.

## **Careers Improvement Courses**

The career improvement courses were specially created to continued development of EPPGG competences throughout the career. They are also a pre-requisite to advancement within the career. The program is formed by a group of short duration courses on themes of interest to the Public Administration, with the objective of answering the real needs of competence development of civil servants in their fields of exercise. They can choose freely the courses they will attend, according to personal and professional interests, defining their training trajectory.

Since 2008, to promote an environment which strengthen integration and experience exchange among civil servants to enhance Federal Public Administration performance, Enap opened the careers improvement courses to the participation of civil servants belonging to other careers within the government management cycle, starting with Analysts of Planning and Budget (APO), but in the future it will be gradually expanded (Law n 11.890/2008 – Art. 154).

## **Specialization Courses – Lato Sensu Post-Graduation**

Since 2002, this Program aims at qualifying civil servants already placed in the Public Administration, training them in competences related to the thematic fields considered relevant to the State. Enap offers on a regular basis a post-graduation course in Public Management and develops post-graduation courses on demand, in order to attend specific needs from several federal

units. All Enap post-graduation courses are recognized by the Ministry of Education – MEC.

## **Special Up-to-date Projects**

Enap offers special up-to-date projects developed on demand, especially to attend needs identified by several Federal Public Administration units. Such projects are characterized by formative processes with curricular structure, hours of classes, strategies and didactic technologies especially planned to respond to the mission, challenges and programmatic approach of the demanding units. Other characteristic is that the clientele can also use partner institutions, broadening the training experience in order to reach actors involved with shared execution and decentralization of programs and policies financed by the Federal Government.

In the context of the special up-to-date projects, there is Enap's contribution in producing and making it possible to develop formative activities at the Ibero-American School of Public Administration and Public Policies – EIAPP and the Mercosul Institute of Formation – IMEF.

# Career Formation Courses

## **Goals:**

Prepare new civil servants, who have just entered the careers of Specialist in Public Policy and Government Management (EPPGG) and Analyst of Planning and Budget (APO), to reach professional development guided by principles of efficiency, efficacy, transparency in the use of public resources, and to continuous improvement of Public Administration to the benefit of citizens. Theory and tools related to the respective working fields are taught. The career formation courses constitute the second phase of the Public Examination to enter careers.

The courses are intended exclusively for candidates who were approved in the first phase of the Examinations to enter the careers of EPPGG and APO.

## **Expected results:**

Professionals prepared to think, act and interact strategically in facing problems, with a broad view on concepts, methods and principles of Public Administration, committed with the goals and values of the public service.

## **Methodology:**

Courses are developed through a strategy which values the learning environment; so that participants build knowledge, articulate theories, concepts and instruments to actual and typical situations in governmental management, with incentives to interaction amongst students, with professors and with monitors. The strategies used are oriented reading, debates, case studies, simulations, practical works, working visits, among others. The intention is to offer multidisciplinary cooperation forms, favoring collective learning and preparing professionals to team work in the public area.

**Courses which compose the Program are:**

Career Formation Course for Analyst of Planning and Budget – APO 518 hours of classes

Career Formation Course for Specialist in Public Policy and Government Management – EPPGG 632 hours of classes.

**Main topics:**

1. State, Society and Democracy
2. Economics and Development
3. Public Administration
4. For EPPGG: Public Policies

For APO: Financial and Budgetary planning and management.

# Careers Improvement Courses (EPPGG)

## **Goals**

To offer a cluster of short-duration courses to promote continuous professional development of EPPGG, through developing the necessary competences to improve public policy management in the Federal Public Administration. To foment experience exchange and integration among the professionals in the public management cycle.

The participation in the Improvement courses (120 hours of classes every three years) is a pre-requisite to advance in career levels, according to the Decree nº 5,176, from 10 August 2004.

Courses are intended for federal public servants belonging to the EPPGG career. Places can be offered to other careers such as Analysts of Planning and Budget (APO), Analysts of Finance and Control (AFC), Analysts of Exterior Commerce (ACEX) and Technicians in Planning and Research.

## **Methodology**

EPPGG can choose the courses that better suit their professional and personal interests, at any time, among the ones being offered in the Annual Calendar of the Career Improvement Program.

The contents of the courses are related to developing competences within the several dimensions of the Public Management Cycle, dealing with concepts and techniques related to the phases of agenda formation, formulation, implementation and evaluation of public policies, design and management of government programs, and planning and management of public organizations.

The course offer is broad, varied and flexible, in permanent updating, aiming at innovation and at fulfilling the needs of competence development in the public management.

All courses are theory-applied in order to make them closer to reality of the professional students. Most of them are composed

of 30 hours of classes, being 20 presence and 10 non-presence learning.

**Courses offered in 2008-2009**

1. Program design workshop
2. Elaboration and analysis of scenarios
3. Negotiation techniques in the Public Sector
4. Negotiation Workshop
5. Law and Public Policies
6. Economic Regulation
7. Environmental Regulation
8. Public Policies Workshop
9. Public Policies Management Workshop
10. Case studies in public policies
11. Public policies networks
12. Governmental coordination
13. Public policy coordination
14. Project management in the public sector
15. Financial and budgetary management
16. Financial and budgetary execution
17. Procurement management
18. Management of partnerships and transfer of funds
19. Accountability
20. Ethics and Politics in the Public Sector
21. Conversational competencies
22. Social indicators in public policies
23. Data analysis in quantitative and qualitative research in public policy
24. Social Research methods applied to evaluation of public policies
25. Evaluation of Social Programs
26. Monitoring and evaluating projects in the public sector
27. Strategic management in public organizations
28. Electronic government and public management
29. Information systems of governmental management
30. Organizational analysis of governmental actions.

# Specialization (post-graduation lato sensu) Courses

Since 2002, this Program aims at qualifying civil servants already placed in the Public Administration, training them in competences related to the thematic fields considered relevant to the State.

Enap offers on a regular basis a post-graduation course in Public Management and develops post-graduation courses on demand, in order to attend specific needs from several federal units. All Enap post-graduation courses are recognized by the Ministry of Education – MEC. The courses are intended for civil servants, preferably from the Federal Public Administration, with a university degree certified by the Ministry of Education - MEC.

**1. Specialization in public management** to civil servants engaged in budgetary process (post-graduation lato sensu). 440 hours of classes plus four months to elaborate the final essay.

**2. Specialization in public management (Post-graduation lato sensu).** 408 hours of classes plus four months to elaborate the final essay.

## **Goals**

Contribute to training Federal Public Administration civil servants in the field of public management; offer tools so that civil servants can better participate in the organization, in the decision making process, and in the institutional development; stimulate critical reflection and debate in the practice of the public service; contribute to elevate patterns of efficiency, efficacy and effectiveness in the public management; and grant, through academic experience demands, the degree of Public Management Specialist.

## **Learning goals**

at the end of the course, students must be able to develop critical perspective and capacity to analyze the context where the civil servant works; understand and train the systemic view of the governmental action; and propose transformational actions in the public management.

## **Methodology**

Aiming at the theoretical-applied approach, the methodology emphasizes experience exchange amongst participants, to alternate concepts and tools with practice. Expository classes, simulations, seminars and workshops, adding to several applied exercises, compose the didactics strategy used. At the end of each subject, students must present exercises to measure their learning process. At the end of the course, each student must hand in a final essay (30 – 60 pages paper, dissertation) according to norms specified by the respective coordination.

## **Main topics**

Preliminary topics in public management studies;  
Brazilian Public Administration;  
New institutional arrangements in the Brazilian Public Administration;  
Public budget and pluriannual plan (PPA);  
Organizational modeling in the public sector;  
Project management;  
Topics in organizational behavior;  
Strategic personnel management;  
Information management and electronic government;  
Research methodology  
The fifth edition of the course takes place from February 2008 to July 2009.

**3. Specialization in Personnel management in the public sector (post-graduation lato sensu).** 360 hours of classes plus four months to elaborate the final essay.

## **Goals**

To train professionals to act in personnel development, discussing the reality in personnel management through competences and its impacts on the human resources policy at the Public Administration.

## **Main topics**

- Basis and historic overview of personnel management in the Public Administration;
- Concepts and basic premises of personnel management in the Public Administration;
- Planning and organization of work;
- Personnel management by competences;

- Institutional and individual performance management;
- Professional and personal development;
- Careers and functions in the public service;
- Organizational challenges for change;
- Management of organizational change;
- Research methodology.

The first edition of the course took place from November 2007 until March 2009.

**4 Specialization in Management of Public Institutions for Higher Education - IFES, for public servants from the Federal University of the State of Amazonas – UFAM.** 360 hours of classes plus four months to elaborate the final essay. Main topics: Public Administration; Public Law; topics in management of higher education institutions; federal public budget; governmental planning; financing and management of IFES; elaboration, management and evaluation of projects; models, systems and methods of management; informational governmental systems; scientific methodology, seminars. This course happened from November 2006 until March 2008.

**5 Specialization in Educational public policies with emphasis in monitoring and evaluation, Master in Public Administration – MPA,** for civil servants working at the Ministry of Education - MEC. 428 hours of classes plus four months to elaborate the final essay (30 – 60 pages paper, dissertation). Main topics: educational public policies; planning, management and financing of education in Brazil; evaluation and monitoring of educational programs and public projects; methodology. This course happened from September 2006 until March 2008.

**6. Specialization in Strategic Planning and Management in the Public Sector,** to civil servants from the Ministry of Justice – MJ. 388 hours of classes plus four months to elaborate the final essay. Main topics: democracy, republic and citizenship; Situational Strategic Planning (PES); tools to planning and management; methodology. This course took place from April 2006 until September 2007.

**7. Specialization in health public policies and strategic management,** to civil servants working at the Ministry of Health – MS. 360 hours of classes plus four months to elaborate the final essay (30 – 60 pages paper, dissertation). Main topics: State, society and citizenship; models of health attention; policies management and health services; methodology. This course took place from June 2005 until August 2006.

# Special up-to-date courses

## **Main goals**

Special up-to-date courses were conceived to offer courses on demand, mainly to supply demands from public organizations aligned with the objectives of the National Policy of Personnel Development established by the Decree n 5707/2006. Based on this decree, these special courses aim at: (a) investing in capacity building as a permanent, on-going process in order to improve public service; (b) respond to specific demands on forming leaders and strategic civil servants from the federal public administration.

**1. Forming social managers to multiply information on non-contributive social protection policies and decentralized network of trainers – MDS.** The target is to form 80 teachers appointed by State Training Agencies (ACEs) responsible for decentralized training courses in 16 regions, reaching approximately 1600 social managers, in 629 municipalities, the Federal District, and the 26 states. Duration: 20 months. Presence learning.

**2. Working agenda and methodological consolidation in evaluation and monitoring – Secretariat of Continuous Education (SECAD/MEC).** 164 hours of classes to technicians with a university degree working at SECAD/MEC to build a theoretical and practical referential to allow for epistemological development, critical thought and improved practice on public policies committed to a better educational system including all citizens with quality, equity and social justice. Presence learning.

**3. Welcoming of civil servants to the Coordination of Improvement of Graduated Civil Servants – Capes.** 32 hours of classes to integrate new civil servants approved in public

examinations and give them access to basic information on their mission, Capes's main policies and programs, and orientation on work at the Federal Public Administration. Presence learning.

**4. Integrated workshop on procurement, for civil servants from the Ministry of Agrarian Development – MDA and partner institutions.** 40 hours of classes to offer theoretical and practical referential on procurement phases, implementation, evaluation. Presence learning.

**5. Strategic Planning in the Context of the Ibero-American School of Administration and Public Policy.** 30 hours of classes to promote knowledge exchange and socialization of experiences. Presence learning.

**6. Specialization Course on Environmental Public Policies for the Amazon.** Total of 170 hours of classes to make it possible to participate in multidisciplinary teams, develop studies, recognize possibilities of action and implications of decision making in building environmental public policies. Distance learning.