

ORIGINAL

Meritocracy and certification in the quality of public management

Meritocracia y certificación en la calidad de la gestión pública

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Cite as: Arismendi Samanez MM. Meritocracy and certification in the quality of public management. Management (Montevideo) = AG Management. 2023; 1:8. <https://doi.org/10.62486/agma20238>

Submitted: 15-07-2023

Revised: 01-10-2023

Accepted: 21-12-2023

Published: 22-12-2023

Editor: Misael Ron 

ABSTRACT

This research is nuanced and directed to the study and incorporation of the quality of officials in government and public management. It is clear to optimize that this study of the most representative literary contributions, shared and disseminated in recent years. They approach the various global changes of social impacts and their influence on the transformations of public policies and improvement of state entities. Share an approach to modernity and new governance based on qualified and expert staff. Together with a legal framework, which raises a vision between a new public management and quality of professionals based on their experience and professional technical capacity that from the sampling and administrative reforms applied in the magnitude of the extension of Latin American governments in recent years and international organizations, public and private within a policy of implementation and operation of effective quality management systems. The quality management models and the certification of services under international quality and capacity standards such as ISO 9000 and the analysis of processes supporting public management are definitely taken as a premise.

Keywords: Meritocracy; Expertise; Quality Management and Certification.

RESUMEN

Esta investigación se matiza y direcciona al estudio e incorporación de la calidad de funcionarios en gobierno y la gestión pública. Es claro optimizar que este estudio de los aportes literarios más representativos, compartida y difundida en los últimos años. Se aproximan a los diversos cambios globales de impactos sociales y su influencia en las transformaciones de la políticas públicas y mejora de las entidades del estado. Compartir un enfoque de la modernidad y nueva gobernanza basada en personal idóneo y experto. Conjuntamente con un marco legal, que plantea una visión entre una nueva gestión pública y calidad de profesionales en función a su experiencia y capacidad técnica profesional que a partir del muestreo y reformas administrativas aplicadas en la magnitud de la extensión de gobiernos latinoamericanos de los últimos años y las organizaciones internacionales, públicas y privadas dentro de una política de implementación y la operación de sistemas de gestión de la calidad eficaces. Definitivamente se tienen como premisa los modelos de gestión de calidad y la certificación de servicios bajo normas de calidad y capacidad internacional como ISO 9000 y el análisis de procesos dando soporte a la gestión pública.

Palabras clave: Meritocracia; Expertiz; Calidad de Gestión y Certificación.

INTRODUCTION

The challenges in the task of governing require the use of modern mechanisms that increasingly have greater transcendence in innovative management models that reduce cost and time, and these are reflected

in new public policies. Within the various stereotypes of meritocracy and certification through an impact on professional quality management as a model that was retaken and that currently correlates in order to achieve its institutionalization and full adoption in the administrative and managerial units of public entities. Meritocracy and certification are related in the sense that certification is a way of evaluating and recognizing merit or competence in a specific field or discipline. Under this framework and from a methodological and constructive point of view, this research focuses on analyzing the application of quality models in a general framework of interpretation that involves positioning the transformations of the State, public management, and governance that have taken place in the last few years and that contain main causes.^(1,2)

MATERIALS AND METHODS

An exhaustive review of the literature related to meritocracy, certification in public management quality, and related topics was carried out. Academic databases, digital libraries, and online repositories were consulted using relevant keywords such as "meritocracy," "certification in public management," and "ISO 9000", among others. Priority was given to the inclusion of scientific papers, empirical studies, systematic reviews, and relevant books in the field.

A detailed analysis of the selected documentation was carried out, identifying the main concepts, theories, findings, and trends related to meritocracy and certification in public management. A synthesis of the relevant information was made, highlighting the key ideas and establishing relationships between the different studies and perspectives.

Based on the analysis and synthesis of the documentation, the paper was structured in coherent sections that addressed the research objectives. A theoretical framework was defined to provide the necessary context for understanding the concepts of meritocracy and certification in public management, as well as their implications and practical applications.

The paper was written following the guidelines established for the presentation of academic research, including an introduction, development of the main topics, conclusions, and bibliographical references. Clear and precise language was used, avoiding bias and ensuring objectivity in the presentation of the arguments.

The final document was subjected to an exhaustive revision to correct possible errors, improve the coherence and clarity of the text, and ensure the accuracy of citations and bibliographical references. Necessary edits were made to ensure the quality and cohesion of the final paper.

RESULTS AND DISCUSSION

Globalization and governance

Globalization has generated transnational challenges that require effective governance. Issues such as climate change, international trade, cybersecurity, and migration transcend national borders and require closer international cooperation. Globalization has also created new opportunities for interconnectedness and cooperation through international organizations, treaties, and global agreements that allow for standardization. In short, globalization and governance are closely related in that increasing global interconnectedness has driven the need for effective governance to address transnational issues. International cooperation and global institution-building are essential to manage the challenges and seize the opportunities that arise in an increasingly interdependent world. However, these dynamics also raise questions about sovereignty and equity in global decision-making.

As a premise, institutional modification and adjustment of bureaucracies and unevenness in personnel qualification systems give clear policies of new challenges for the governance of their societies.^(3,4)

Meritocracy and transformation in a digital age supported by artificial intelligence (AI)

Intertwined together, meritocracy and transformation in a digital age with artificial intelligence (AI) support can have a significant impact on how organizations and society at large evaluate and promote merit, as well as how they leverage the advantages of technology to optimize processes.

Here are some thoughts on how these elements are related and can influence each other:

- Assessment based on objective data: AI can facilitate the collection and analysis of objective data to assess the merit of individuals based on their performance, achievements, and
- skills. Data tracking and analysis systems can provide a more accurate and complete view of employee performance.
- Elimination of bias and discrimination: AI can help reduce biases in meritocracy-related decision-making. AI algorithms can be trained to make objective decisions and eliminate bias based on gender, race, or other demographic factors.
- Personalized training and development: AI can identify employees' training and development needs more accurately, enabling customized training programs to be delivered. This helps individuals improve their skills and competencies to advance based on merit.

- Automation of routine tasks: AI can take care of routine and repetitive tasks, freeing up time and resources for employees to focus on tasks that require more advanced skills and creativity. This can allow people to prove their merit on more meaningful projects.
- Promoting innovation: AI and digital technology can foster innovation by enabling organizations to optimize their processes and find more efficient ways of doing things. Those who come up with innovative ideas can be rewarded in a meritocratic system.
- Measuring impact: AI can help measure the impact of actions and decisions in real-time, making it easier to evaluate merit based on tangible results. Individuals who generate the greatest positive impact on the organization can be identified and rewarded.
- Ethical and privacy challenges: Implementing AI in meritocratic systems also raises ethical and privacy challenges, as it is important to ensure transparency and fairness in decision-making, as well as to protect the privacy of individuals.

In this approach, the combination of meritocracy and digital transformation with AI support can create an environment in which people are more accurately and fairly evaluated and rewarded based on their merit and contributions. However, it is essential to address the ethical and privacy challenges that arise in this context and ensure that decisions are made fairly and transparently.^(5,6)

Meritocratic Impact Staff Selection System

A meritocratic impact staff selection system is essential to ensure that organizations, whether governmental or private sector, have qualified staff capable of contributing effectively to their objectives. It also promotes equal opportunity and contributes to efficiency and continuous improvement in organizational performance.

- Define merit criteria: Identify and define the specific merit criteria that will be used to evaluate candidates. These criteria may include education, experience, technical skills, interpersonal skills, previous accomplishments, etc.
- Transparent selection processes: Ensure that selection processes are transparent and standardized. Candidates should be aware of the steps in the process and the criteria used to evaluate them.
- Advertising of vacancies: Publish all job vacancies in an open and accessible manner to a wide audience. This may include posting on websites, in the media, and on professional networks.
- Merit-based evaluation: Evaluate candidates against established merit criteria. This may include structured interviews, skills testing, reference checks, and evaluation of previous accomplishments.
- Impartial selection committees: Establish impartial selection committees composed of individuals who have no conflicts of interest. These committees should review and rate candidates objectively.
- Equal Opportunity: Ensure equal opportunity for all candidates, regardless of ethnicity, gender, age, or other demographic factors. This involves eliminating all forms of discrimination.
- Staff training and development: Provide training and development opportunities for existing staff to improve their skills and competencies, which encourages internal promotion based on merit.
- Continuous evaluation and feedback: Conduct periodic evaluations of the personnel selection system to identify areas for improvement and make adjustments as necessary.
- Monitoring and accountability: Establish monitoring and accountability mechanisms to ensure that the selection system remains meritocratic and free of bias or favoritism.^(7,8)

Quality management in a meritocracy process

The application of quality management in a meritocracy process can contribute to the continuous improvement of efficiency, effectiveness, and fairness in the management of human resources in an organization. This not only ensures that individuals are evaluated in a fair and merit-based manner but also promotes a work environment in which excellence and constant improvement are core values.

- Definition of merit criteria: In order to establish an effective meritocracy process, it is essential to clearly define the merit criteria that will be used to evaluate the performance and capabilities of individuals. These criteria must be specific, measurable, and relevant.
- Establishing quality standards: In the context of quality management, it is important to establish quality standards that reflect expectations of performance and competence. These standards provide an objective framework for evaluating employee merit.
- Performance measurement and monitoring: Quality management involves collecting data and measuring employee performance against merit criteria. Monitoring and evaluation systems should be implemented to ensure that quality standards are met.
- Feedback and continuous improvement: In a quality management system, constant feedback is essential to identify areas for improvement and opportunities for development. This feedback can help employees adjust their performance and competencies to meet merit criteria.
- Transparency and objectivity: Meritocracy requires that selection and promotion processes be

transparent and objective. Quality management can ensure that processes are consistent and that employees are evaluated fairly and equitably.

- Training and development: Quality management involves identifying competency gaps and providing training and development to address those gaps. This can help employees achieve the competency levels required by the merit system.
- Impact assessment: Quality management also includes assessing the impact of decisions and policies implemented. In a meritocracy system, the results of merit-based decisions can be evaluated to measure their effectiveness.
- Audits and review: Quality management can include periodic audits and reviews of selection and promotion processes to ensure that the integrity of the merit system is maintained.^(9,10)

Meritocracy in Latin America

The implementation of a meritocratic system in Latin America has been an evolving process, marked by historical and current challenges but also by significant advances in promoting transparency, fighting corruption, and improving the quality of education. The pursuit of meritocracy in the region is a constant effort towards greater equality of opportunities and better government management.

- History of Nepotism and Clientelism: In many Latin American countries, nepotism and clientelism have historically prevailed in politics and public administration. This means that positions of power and employment are often awarded on the basis of personal or political connections rather than merit. Overcoming these entrenched practices has been a challenge.
- Reforms and the Fight against Corruption: In recent years, several Latin American countries have implemented reforms to promote meritocracy and fight corruption. This includes the creation of merit-based selection systems in public administration and the promotion of transparency in decision-making.
- Education and Opportunity: Quality education and equal access to opportunities are fundamental to a true meritocracy. Latin America has faced challenges in providing quality education and reducing gaps in access to higher education.
- Social and Economic Inequalities: The region faces deep economic and social inequalities, which hinder the effective implementation of meritocracy. Opportunities may not be equal for all, which undermines the principle of equal opportunity.
- Political Culture and Citizen Participation: Political culture and citizen participation also play a role in promoting meritocracy. Fostering a culture of civic participation and citizen responsibility is essential to move toward a merit-based system.
- Challenges and Progress: While Latin America has faced significant challenges in promoting meritocracy, there have also been notable advances in several countries. The region has seen the emergence of political leaders and public administrators who emphasize the importance of merit and transparency in government management.⁽¹¹⁾

ISO 9000 certifications and process reengineering

ISO 9000 certifications provide a solid framework for quality management and process standardization, which can be beneficial both before and after a process reengineering project. The combination of both practices can help organizations achieve more effective quality management and significantly improve their operations.

- ISO 9000 certifications: ISO 9000 standards are a set of international quality management standards that establish requirements and guidelines for an effective quality management system. The purpose of these standards is to help organizations provide products and services that meet customer needs and expectations while constantly improving their processes and operations.
- Process Reengineering: Process reengineering is a management approach that involves the radical review and redesign of an organization's existing processes to achieve significant improvements in terms of efficiency, quality, and responsiveness. Process reengineering focuses on fundamentally questioning and changing the way business activities are carried out.
- Relationship between ISO 9000 and Process Reengineering: The implementation of ISO 9000 standards focuses on establishing a robust and structured quality management system that ensures documentation, standardization, and control of processes. This provides a framework that can be useful before, during, and after a process reengineering initiative.
- Points to consider: Before embarking on a process reengineering project, an organization can use ISO 9000 standards to establish a solid foundation of documented and controlled processes. This provides a clear understanding of how existing processes work.

During process reengineering, ISO 9000 standards can provide a benchmark to ensure that new processes are consistent with quality management requirements and best practices.^(12,13)

After process reengineering, organizations can use ISO 9000 standards to maintain and improve redesigned processes over time, which helps maintain a continuous focus on quality and improvement.

CONCLUSIONS

Meritocracy and quality certification are effective tools for improving public management and promoting a more efficient and results-oriented administration. However, their success will depend largely on how they are implemented, how challenges are overcome, and how a constant focus on continuous improvement is maintained.

- Promoting equal opportunities: Meritocracy in public management is based on the idea that all individuals should have equal opportunities to access jobs and advance in their careers. Certification and merit-based evaluation are mechanisms that can ensure fairer and more equitable access to these opportunities.
- Improving the quality of management: Certification in the quality of public management involves establishing standards and criteria of excellence that must be met. Meritocracy ensures that those who occupy positions meet these standards, which, in turn, improves the quality of public management in terms of efficiency and effectiveness.
- Transparency and accountability: Both meritocracy and certification emphasize transparency in the selection, promotion, and evaluation processes. This fosters accountability and reduces the risk of favoritism and corruption in public administration.
- Objective performance evaluation: Certification in the quality of public management is based on the objective evaluation of employee performance and competence. Meritocracy ensures that individuals are evaluated and selected based on merit, which promotes a work environment in which talent and ability are recognized and rewarded.
- Challenges and barriers: Despite the benefits, implementing meritocracy and quality certification systems in public management can face significant challenges, including resistance to change, the need for institutional capacity building, and the possibility of bias and discrimination in selection processes.

A point of equilibrium is the inconsistency of the meritocratic process since the management and political expediency factor takes precedence over the technical, ethical, and professional aspects based on the experience and capacity of personnel in public areas.

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FINANCING

There is no funding for this work.

CONFLICT OF INTEREST

The authors declare that there is no conflict of interest.

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