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The implementation of the List of Job Posts (RPT) on a Galician local administration

A implementação da Relação de Postos de Trabalho (RPT) na Administração local da Galícia

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Abstract: The objective of this paper is the analysis of the List of Job Posts (RPT in Spanish), an instrument used by public administrations and quite demanded by local entities whose aim is to define the tasks and conditions of each work post and to order the organizational structure of the personnel within the public sector. Every elaboration of a RPT starts with a description of the job posts, which means to make a detailed exposition of the characteristics inherent in them. To do that, we will use the technic of report and interview as instrument of collection and verification of data; followed by the technical and economic valuation of the job posts to establish the specific complement perceived by each one's performance. The main result is the great utility of the RPT, which allows to improve the organizational efficacy of the Public Administration and solve conflicts among the staff. The main limitations appear in the difficulty of having a consensus about a RPT as the expectations of the interested are not always satisfied making the process of negotiation more complex, getting to the point of no approval. The main contributions of this article are the review of the theoretical framework of the RPT, not studied deeply in the academic field, and the exposition of a methodology that allows to modernize its implementation, valuing the job posts technical and economically through objective factors reducing arbitrariness and repairing historical anomalies based on subjective criteria.

Keywords: List of job posts (RPT). Local administration. Public sector. Functions manual. Specific complement.

Resumo: O objetivo deste artigo é analisar a Relação de Postos de Trabalho (RPT em espanhol), um instrumento utilizado pelas administrações públicas e bastante exigido pelas entidades locais, que tem como objetivo definir as tarefas e condições de cada posto de trabalho e ordenar a organização estrutural do pessoal dentro do setor público. Cada elaboração de uma RPT começa com uma descrição dos postos de trabalho, o que significa fazer uma exposição detalhada das características inerentes a eles. Para isso,

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utilizaremos a técnica de relatório e entrevista como instrumento de coleta e verificação de dados; isso seguido pela avaliação técnica e econômica dos postos de trabalho, para estabelecer o complemento específico percebido pelo desempenho de cada um. O principal resultado é a grande utilidade da RPT, que permite melhorar a eficácia organizacional da Administração Pública e resolver conflitos entre os funcionários. As principais limitações aparecem na dificuldade de se chegar a um consenso sobre uma RPT, na medida em que as expectativas dos interessados nem sempre estão satisfeitas, tornando o processo de negociação mais complexo, chegando ao ponto de não aprovação. As principais contribuições deste artigo são a revisão do quadro teórico da RPT, não profundamente estudado no campo acadêmico, e a exposição de uma metodologia que permita modernizar sua implementação, valorizando técnica e economicamente dos postos de trabalho por meio de fatores objetivos que reduzam a arbitrariedade e corrijam anomalias históricas baseadas em critérios subjetivos.

Palavras-chave: Relação de postos de trabalho (RPT). Administração local. Setor público. Manual de funções. Complemento específico.

Contents: **1** Introduction – **2** Definition, content and juridical nature of the RPT – **3** Improvements from the implementation of a RPT – **4** Phases in the elaboration of a RPT – **5** Implementation of a RPT in a local administration: empirical case – **6** Conclusions – References

1 Introduction

Local administrations, as any other organization, are living organisms that reflect the existence of a complex set of relationships, which is at the same time a complex hierarchy of relationships among systems. Furthermore, as any organism, they are dynamics and are in continuous change. These changes and transformations they are facing have created the necessity of adapting their antiquated and rigid structures to give them flexibility and to adequate them to the new problems that can appear. This is why every organization, even if they possess a perfect design, they suffer with the pass of time when redistributing their functions; therefore, each certain time it is needed a functional analysis.¹

Regarding the personnel, it has been needed to increase the flexibility in the field of Human Resources. From the point of view of Administrative Law² as well as the political³ point of view, the defects of the local system of personnel are clearly seen: “prevalence of the localism; centralization of the system; high politics; latent patronage; low professionalism”.⁴

¹ SÁNCHEZ MOTOS, E. *Análisis del funcionamiento de las organizaciones*. Madrid: Mimeo, 1996.

² Opinion held by Sánchez, (SÁNCHEZ MORÓN, M. Balance de la Función Pública. In: *La posición institucional de la Administración Local ante el Siglo XXI*. Oñati: IVAP, 1998); Lliset and Grau (LLISET BORRELL, F.; GRAU ÁVILA, S. La Función Pública Local. In: *Informe sobre el Gobierno Local*. Madrid: MAP e Fundación Pi e Sunyer, 1992), and Castillo, (CASTILLO BLANCO, F. Situación actual y tendencias de la función pública española., Granada: Cemci-Comares, 1998).

³ Opinion held by Rafael Bañón and Ernesto Carillo.

⁴ CUENCA CERVERA, J. La Dirección de Recursos Humanos en los Pequeños Ayuntamientos. *VI Jornadas Canarias de Administración Local*. Santa Cruz de La Palma, 2004.

Local public entities must establish their objectives and have an adequate design and structure. To do that, it is necessary to answer two questions: how many job posts are needed for the correct development and compliance of the objectives of the organization? And what requirements must be accomplished by the people that hold those posts? Once there are answers to these questions, the figures of personnel can be adjusted to those needs, even though one limitation must be always taken into account: budget limits. Therefore, when looking for the efficiency of the staff, it can be reduced or increased depending on the needs. How to know what job posts are needed and what requirements the staff must fulfill is the objective of the List of Job Posts (RPT), which consists on describing, classifying and valuing the job posts.

For the ordination of the work in local public entities several instruments can be used, and they can be subjective (taking into account the person that occupies that charge, their capabilities and performance which cannot be extrapolated to another person) or objective. The RPT is an objective instrument of ordination as the valuation of the aforesaid work is made through the analysis of the job post, “this is the main and basic element”,⁵ “to separate the employee from the function”.⁶ These two instruments are mixed and a mixed reality is created, which is the case of the Spanish Administrations.⁷

The current situation of the development of the RPT as a management instrument is ignored by a high number of Local Corporations and much more when the size is smaller. Town Halls with a certain size and councils are the ones that have addressed these documents with more or less success.⁸ Therefore, the master lines of the Personnel Policy, which indicates where we are going, as some authors as Ramió and Ballart⁹ have denominate, are not defined.

The work we have developed, which is described here, is an ordination of the work with an objective character based on the job posts with is denominated List of Job Posts. Once all the existing theory and its conceptual framework are reviewed, our objective is to expose a method of elaboration of RPT contrasted empirically as, even though the list of job posts is the organizational tendency in local organisms, theoretical contributions about the matter are limited and there are no methodological models that contribute to solve the doubts that appear at a technical level at the time of developing and implementing a RPT. It is needed a good theoretical and

⁵ CORRAL VILLALBA, J. *Cómo hacer la valoración de puestos de trabajo en un Ayuntamiento: La Relación de Puestos de Trabajo*. Madrid: Civitas, 2001.

⁶ GARCÍA DE ENTERRÍA, E. La organización y sus agentes: revisión de estructuras. In: *La Administración española: estudios de ciencia administrativa*. Madrid: Civitas, 1999.

⁷ CORRAL VILLALBA, J. *Cómo hacer la valoración de puestos de trabajo en un Ayuntamiento: La Relación de Puestos de Trabajo*. Madrid: Civitas, 2001.

⁸ CRUZ HERRERA, M^a Cristina. La Relación de Puestos de Trabajo. Una Crítica a la Situación Actual, *Revista Cemci*, n. 19, 2013.

⁹ BALLART, X.; RAMIÓ, C. *Ciencia de la Administración*, Valencia: Tirant lo Blanch, 2000.

methodological framework that explains how must be elaborated and which takes into account the problems that could happen.

2 Definition, content and juridical nature of the RPT

The list of job posts, whose regulation was contained initially in articles 15 and 16 of the Law 30/1984 (LMRFP)¹⁰ still in force, and today is established in the article 74 of the EBEP.¹¹

The enforceability of the RPT was imposed by the Law 30/1984¹² and after that by the successive Laws of the Autonomous Communities,¹³ “even though its direct

¹⁰ Law 30/1984, of the 2 of August, Measures for the Reform of the Public Function.

¹¹ Royal Legislative Act 5/2015, of the 30 of October, through which the refunded text of the Law of the Basic Statute of the Public Employee is approved.

¹² Law 30/1984, of the 2 of August, Measures for the Reform of the Public Function.

¹³ - Autonomous Community of the Vasque Country: Law 6/1989, of the 6 of June, of the Public Vasque Function in its articles 14, 15, 16, 17, 18 and 19.

- Autonomous Community of Catalonia: Legislative Act 1/1997, of the 31 of October, through which the recast of a unique text of the precepts of certain legal texts, in force in Catalonia in matter of the public function, is approved in its articles 29, 30, 31, 32 and 33.

- Autonomous Community of Galicia: Law 2/2015, of the 29 of April, of public employment of Galicia in its articles 37, 38 and 39.

- Autonomous Community of Andalucía: Law 6/1985, of the 28 of November, of the Ordination of the Public Function of Andalucía's Council in its articles 10, 11, 12, 13, 14 and 15.

- Autonomous Community of Aragón: Legislative Act 1/1991, of the 19 of February, through which the refunded text of the Law of Ordination of the Public Function of the Autonomous Community of Aragón in its articles 17 and 18; and the Law 7/1999, of the 9 of April, of the Local Administration of Aragón in the article 236.

- Autonomous Community of the Principality of Asturias: Law 3/1985, of the 26 of December, of Ordination of the Public Function of the Administration of Asturias in its articles 28, 29, 30, 31, 32, 33, 34, 35 and 36.

- Autonomous Community of Canarias: Law 2/1987, of the 30 of March, of the Canarian Public Function in its articles 15, 16, 17 and 18.

- Autonomous Community of Cantabria: Law 4/1993, of 10 of March, regulator of the Public Function of the Administration of the Regional Council of Cantabria.

- Autonomous Community of Castilla-La Mancha: Law 4/2011, of 10 of March, of Public Employment of Castilla-La Mancha in the articles 21, 22, 23 and 24.

- Autonomous Community of Castilla and León: Law 7/2005, of 24 of mayo, of the Public Function of Castilla and León articles 21, 22, 23 and 24.

- Autonomous Community of Extremadura: Law 13/2015, of 8 of April, of Public Function of Extremadura articles 30, 31, 32, 33, 34 and 35.

- Autonomous Community of the Balear Islands: Law 9/2012, of 19 of July, of modification of the Law 3/2007, of 27 of March, of the Public Function of the Autonomous Community of the Balear Islands in the articles 29, 30 and 31.

- Autonomous Community of Madrid: Law 1/1986, of 10 of April, of the Public Function of the Community of Madrid articles 12, 13, 14 and 15.

- Autonomous Community of Murcia: Legislative Act 1/2001, of 26 of January, through which the refunded text of the Law of the Public Function of the Region of Murcia is approved in the articles 17, 18 and 19.

- Foral Community of Navarra: Legislative Foral Act 251/1993, of 30 of August, from the Refunded Text of the Statute of the Personnel at the service of the Public Administration of Navarra articles 19 and 20.

- Autonomous Community of the Rioja: Law 3/1990, of 29 of June, of Public Function of the Public Administration of the Autonomous Community of La Rioja articles 15,16 y 17.

- Autonomous Community of Valencia: Law 10/2010, of 9 of July, of the Generalitat, of Ordination and Management of the Valencian Public Function in its articles 41, 42 and 43.

application on the Local Administration has become confused and is still a matter of discussion”.¹⁴

The article 15 of the LMRFP,¹⁵ defines the RPT as “technical instrument through which the arrangement of the personnel is made, according to the needs of the services, and the requirements for the development of each post are established as well as their remuneration characteristics”. This way, “the relationships are characterized by involving in just one text or document the most distinctive characteristics of each existing job post, which become ordered, and ordering the successive provisions made by the adequate officers to the aforesaid”.¹⁶

There cannot be a standard model of RPT as each one of them is unique as are the needs of each organization. It can have very different extents, from simply improving the productivity to changing the whole activities and objectives of an organization.¹⁷ Nevertheless, there is a minimum content demanded by the legislation of basic character; the article 16 of the LMRFP¹⁸ determines: “... The Local Administration will create a list of existing job posts in its organization that must include in all cases the denomination and essential characteristics of the posts, the complementary retributions that correspond to them and the requirements for their development”.

This precept is complemented with the regulated in the article 90 of the Law 7/1985, of 2 of April, of Bases of the Local Regime (LRBRL), where it is pointed out that local corporations will create the list of the existing job posts in their organizations, in the terms collected in the basic legislation about public function, corresponding to the Estate to establish the rules according to which the job posts, the description of the job posts- type and the conditions required for their creation must be in compliance with. This mandate matches with the preceded in the article 129.2 of the Royal Legislative Act 781/1986, of the 18 of April, through which the refunded text of the legal disposition in force in matter of local regime is approved, which attributes to the Ministry of Territorial Administration – Ministry for Public Administrations – the competence to establish the rules according to which the job posts, the description of the job posts- type and the conditions required for their creation must be in compliance with in local entities.¹⁹

Also, with a no basic character, referred exclusively to the Administration of the Estate, the article 15 of the LMRFP²⁰ indicates the minimum content of the RPT affirming that:

¹⁴ BOCINÓS ROIBOÓ, M. I. Instrumentos de Ordenación de Gestión de Recursos Humanos, Especial Referencia a la Administración Local, *Revista Cemci*, nº 6, 2006.

¹⁵ Law 30/1984, of 2 of August, Measures for the Reform of the Public Function.

¹⁶ ARROYO YANES, L. M. *La carrera administrativa de los funcionarios públicos*. Valencia: Tirant Lo Blanch, 1994.

¹⁷ CORRAL VILLALBA, J. *Manual de Gestión del Personal de la Administración Local*. Madrid: Civitas, 2000.

¹⁸ Law 30/1984, of 2 of August, Measures for the Reform of the Public Function.

¹⁹ MAURI MAJÓS, J. Las relaciones de Puestos de Trabajo and la Gestión de la Función Pública Local, *Estudios QDL*, Fundación Democracia y Gobierno Local, n. 2, p. 42-66, 2003.

²⁰ Law 30/1984, of 2 of August, Measures for the Reform of the Public Function.

a) They will understand, as a whole or separately, the job posts of the officials of each fund center, the number and the characteristics of those who can be occupied by eventual staff, as well as those that can be developed by personnel.

b) They will indicate, in all cases, the denomination and essential characteristics of those; the requirements needed for their performance; the level of objective complement and, if that is the case, the specific complement that corresponds to them when the job is developed by the officials, or the professional category and juridical regime applicable when it is performed by labor staff.

c) They will carry out the creation, modification, recast and removal of job posts.

d) The provision of job posts to be developed by the official personnel as well as the formalization of new contracts of fixed labor personnel will require that the corresponding posts are detailed in their respective relationships. This requirement will not be needed when it is related to non-permanent tasks through labor contracts of determined duration and with charge to credits that correspond to eventual labor personnel in the chapter of investments.

The juridical nature of the RPT has been a controverted question. "Some doctrinal sector has pronounced specifically on this topic, where we find those who consider that they are real juridical rules²¹ and those who believe that we are just talking about simple administrative acts with general recipient".²² There is a fragmented and very heterogeneous regulation about this topic, and that is way, it was assumed for years its hybrid or mixed nature²³ by the Supreme Court, to enable the access to cassation which was worth the consideration of disposition of general character at procedural effects. After the sentence of the 5 of February of 2014 (EDJ 2014/31816) dictated by the Contentious-Administrative of the Supreme Court, the High Tribunal has determined, for the future, the juridical nature of the RPT as act-conditioned administrative, ordered and non-ordered of the public effectives, abandoning the previous jurisprudential doctrine of act of hybrid nature.²⁴

²¹ This position has been maintained by FONDEVILA ANTOLÍN, Jorge. New aspects about the nature of the organic structures and the list of job posts: recent Jurisprudence. *Vasque Journal of Public Administration*, n. 28, 1990; MOREY JUAN, Andrés. The lists of job posts: their juridical and problematic nature, *General Journal of Law*, 2000; CORDERO SAAVEDRA, Luciano. The controverted juridical nature of the lists of job posts in public administrations. *Actualidad Administrativa*, n. 26, 2002.

²² This position is maintained by ALDOMÀ i BUIXADÉ, Josep. *Les relacions de llocs de treball de les administracions públiques*. Barcelona: Cedecs, 1996; MOREU CARBONELL, Elisa. The lists of job posts in the process of the reform of public administrations, *Journal of Public Administration*, n. 144, 1997; De VICENTE DOMINGO, Ricardo. *The job post in the law of the public function*. Valencia: Tirant Lo Blanch, 1997; GARCÍA de ENTERRÍA, Eduardo; FERNÁNDEZ, Tomás-Ramón. *Course of Administrative Law I*, Madrid, 2002.

²³ PALOMAR OLMEDA, A. *Derecho de la función pública*. Madrid: Dykinson, 1996.

²⁴ PEÑA MOLINA, M. La nueva doctrina del TS sobre la Relación de Puestos de Trabajo. Aplicación práctica en el ámbito local. *Revista Derecho Local*, 1 de julio de 2014.

3 Improvements from the implementation of a RPT

The implementation of a RPT provides important improvements to the organizations; it makes possible a higher flexibility of the organization the adaptation of the tasks to the “needs of the services”. It gives the entity organizational clarification, it is made the analysis of duplicates and redundancies, it is identified what valued each post provides. Job posts can be created, modified or removed in such a way that these will be specified by the RPT. The RPT facilitates the professional profiles of the posts to the organization; and it is arranged the redistribution, repositioning and relocation of the effectives, as well as the procedure of provision of each job post and the collectives that can access to each post is established. The concept of post allows to objective the decision- making process, avoiding the person- focused approach.

Regarding remunerations, the RPT applies a certain level of objective complement to each post as well as a specific complement to those the RPT determines.

For the personnel, the RPT implies the concreteness of their perspectives, the security and the warrantee of their rights and possibilities. The rights of the personnel, above all, the remuneration and the career ones have a quite precise concreteness and delimitation in the RPT, reducing the discretionary power to the Administration. It allows the knowledge by each occupant of the responsibilities and functions to execute in his job post. The personnel know the conditions and risks of their job post. The needs of learning for the performance of the jobs are determined. And it creates a favorable labor climate among the members of the collective and improves the flows of information.

On the other hand, another great advantage is that the staff will not be reduced arbitrarily as the posts reflected in the list of job post must be always covered. This gives certain labor security to the personnel.

4 Phases in the elaboration of a RPT

Methodologically, the RPT must have the following phases:

1. The description, phase where there is a detailed, structured and systematic exposition of the characteristics inherent to the posts.

2. The valuation, evaluation of the importance of each post in the whole and between each other.

3. The analysis of the whole, to structure and order the posts and to make decision regarding their quantitative and distributive adequacy to the needs and actions of the organization.

4.1 Description of the posts

The first step of the RPT is to describe the existing job posts in the organization. “The description of the posts is the study that allows to concrete and reflect the nature, content and extent of each job post in an organization”.²⁵ The process of description provides the information that later will be used individually in the phase of valuation and jointly in the analysis.

The description of the posts can be obtained through several methods of data collection (direct observation, questionnaires, interviews, etc.).

We can talk about two phases in this part, one in which it is analyzed the post by means of the collection of information, and a second one in which the post is described in a proper document.²⁶

“The objective is not about looking for the highest quantity of information, but the most useful and concrete”:²⁷ Data about the organic location of each post in the organization (how it depends on and who depends on it), importance, volume of work, possibility of recasting, removing or necessity of multiplication; conditions of the development of the job (physical, mental effort, environmental conditions and timetables); description of specific tasks and requirements needed for its performance²⁸ (specific capabilities required, training and experience). “In consequence, the analysis of the posts is not a synthesis of theories, initiatives, attitudes or mental processes identified by the analyst”,²⁹ that is why the psychological characteristics of the employee are not included in the analysis of the posts, something quite common, traditionally.³⁰

“The choice of one method or another for the analysis of the posts depends on a series of questions and answers such as: what to do with the results?, who can collect the information?, when are they needed?, what method would be better accepted by the employees?, how much money is there?”.³¹

Several methods can be used, and even combined, as can be the observation, the self-description, interviews, questionnaires, etc. All of them have their advantages and disadvantages so there is not a perfect method and we must choose between

²⁵ COOPERS; LYBRAND. *El Capital Humano en la Empresa*, Cuadernos cinco días, Madrid, 1996.

²⁶ VILLORIA MENDIETA, M.; DEL PINO MATUTE, E. *Manual de Gestión de Recursos Humanos en las Administraciones Públicas*. Madrid: Tecnos, 1997.

²⁷ CORRAL VILLALBA, J. *Cómo hacer la valoración de puestos de trabajo en un Ayuntamiento: La Relación de Puestos de Trabajo*. Madrid: Civitas, 2001.

²⁸ BARRANCO, F. J. *Planificación estratégica de los recursos humanos. Del Marketing interno a la planificación*. Madrid: Pirámide, 1993.

²⁹ CLIFFORD, J. P. Job Analysis: Why do Do It and How Should It be Done? *Public Personnel Management*, vol. 23, n. 2, p. 321-340, 1994.

³⁰ FERNÁNDEZ LÓPEZ, A. M. Análisis and Descripción de los Puestos de Trabajo. *Revista Gestiópolis*, 2005.

³¹ VILLORIA MENDIETA, M.; DEL PINO MATUTE, E. *Manual de Gestión de Recursos Humanos en las Administraciones Públicas*. Madrid: Tecnos, 1997.

one or another according to our preferences, the characteristics of the entities and the resources available.

The biggest disadvantages that we can find when collecting the information of each post, and which come from the technic of method used, are the subjectivity of the data obtained, the complexity of the analysis of the information and the high costs in time and also monetary. Therefore, it is important to have clear what we are going to do, how we are going to do it and what result we are going to obtain. A correct planning in this phase is fundamental as it is the base for a good result of the RPT.

Villoria³² has made the following numeration of the methods: observation, self-description/ diaries, interviews, critical incident, proper behavior, check list, hierarchy of tasks, analysis of the work and questionnaires. As an example of a technic to collect information we can mention Corral,³³ this author uses a basic method: the questionnaire. The questionnaire has the advantage of involving the employee in the descriptive activity as they are the holders of the posts and the ones who know it better. But it has as disadvantage the subjectivity and the inherence of interests with the description. The collection of data using this system is quick and economic. The subjectivity can be faced with a good design of the questionnaire. It must be combined with an interview with the worker in his post and with the simple observation of the work. An even more complex formula would be complementing that with an interview to the hierarchically superior.

The analysis of the job posts is an objective process in a way that it does not take into account the person in that job post, but the post itself. Here appears then the danger that threatens every analyst of posts: to lose the orientation and to focus on the owner of the job instead of the own post. This circumstance is also within the process of valuation of the job posts.

The posts, curiously, are considered as a Personnel property by the occupiers, and this point, along with the unavoidable egotism that appears in every interpretation of individual perceptions, takes the employees to consider this process as an unpleasant territorial intromission.

4.2 Valuation

Once we have all the information, the next step is to value the job posts. The FIET (International Federation of Employees, Technicians and Professionals) defines the valuation saying that “the systems to value the occupations are methods to

³² VILLORIA MENDIETA, M.; DEL PINO MATUTE, E. *Manual de Gestión de Recursos Humanos en las Administraciones Públicas*. Madrid: Tecnos, 1997.

³³ CORRAL VILLALBA, J. *Cómo hacer la valoración de puestos de trabajo en un Ayuntamiento: La Relación de Puestos de Trabajo*. Madrid: Civitas, 2001.

measure and evaluate the content of those within the organization with the purpose of creating a salary structure based on the nature of the posts and not in the merits of the individual". "Every valuation of the job posts must be made in a vacuum without considering the occupier of the post and, according to them, it is define how much should be paid for that job".³⁴

The activities carried out in the job posts are not just different among them but they have higher or lower importance. Therefore, we must assign to each one of them their differential value. The valuation of posts must be extended to the totality as all of them must obtain a conceptualization that serves as a measure of their ranking (level) so that the complementary remunerations can be fixed and to know which the way of provisioning that post is. The valuation is the element that serves as motivation and justifies the RPT in the performance of the three previous effects.³⁵

This phase is not a mere optative process when making the RPT, it is an essential element of it, causing the nullity of the RPT if this process lacks a valuation as there would not motivation for it. It is important that in the expedient of elaboration of the RPT it is recorded that the valuation has been made and how it was made, as claims from the employees in those posts are very common if they do not agree with the level and/ or retribution attributed to each post. It is also vital to make it clear in the expedient which were the factors taken into account for the valuation, that this has been made following equitable criteria and was not made discretionally.

There are several valuation methods but we can summarize them in two types: the quantitative and the non-quantitative or qualitative ones. Corral³⁶ talks about five methods, the first three are not quantitative and they would be the system of graduation, the system of valuation through the comparison by pares and the system of classification of posts by levels and categories. The quantitative methods are the system of confirmation of factors and the method of punctuation of factors and grades. Villoria and del Pinomake use another classification and they talk about four technics of valuation that would be the prioritization and classification within the qualitative systems and the comparison of factors and the punctuation of factors as quantitative methods.

The valuation is an objective technical operation and is not negotiable. Nevertheless, the valuation must be made choosing a system of valuation about some values and criteria, and the choice of all these elements is what must be negotiated.³⁷

³⁴ VILLORIA MENDIETA, M.; DEL PINO MATUTE, E. *Manual de Gestión de Recursos Humanos en las Administraciones Públicas*. Madrid: Tecnos, 1997.

³⁵ CORRAL VILLALBA, J. *Cómo hacer la valoración de puestos de trabajo en un Ayuntamiento: La Relación de Puestos de Trabajo*. Madrid: Civitas, 2001.

³⁶ CORRAL VILLALBA, J. *Cómo hacer la valoración de puestos de trabajo en un Ayuntamiento: La Relación de Puestos de Trabajo*. Madrid: Civitas, 2001.

³⁷ CORRAL VILLALBA, J. *Cómo hacer la valoración de puestos de trabajo en un Ayuntamiento: La Relación de Puestos de Trabajo*. Madrid: Civitas, 2001.

5 Implementation of a RPT in a local administration: empirical case

Once it has been concluded the theoretical review of the RPT, our purpose is to explain our methodology of work and to do that, we will use a real empirical case with the objective of explaining the process with more clarity. It must be added that the data reported hereafter, with Personnel as well as economic character, have been modified but not arbitrarily as we have followed the logic of our experience in local organisms. The empirical case that we are going to study is based on a Spanish Town Hall of 9000 habitants.

5.1 Description of the job posts

The starting point for the elaboration of a RPT is, as it was said previously, the description of the job posts. This first stage requires a high temporal cost from the technicians and the organization, besides the necessity of being highly rigorous and very detailed as the information collected in this phase will be what we will be based on during the whole process. It has a high importance at this point to make the interested parts see the need of contributing with the biggest quantity of information and to do it in a clear way and with the highest objectivity possible, as the informative distortions that emerge in this phase will condition in a notable way the correct analysis of the conditions and needs of the organization.

The start must be collecting all the data available about the staff of the local entity. It is important at this point to know if the organization counts with a real organizational chart in which the job posts the organization presents, are clearly organized, related and prioritized; this information and the functional organizational chart is provided by the entity in which the RPT is made.

The aim of the RPT is not other than reaching the highest efficiency of the organization, adapting the staff and therefore, the job posts, to the real needs of the organization. To do that it is key to define and identify these posts as a whole, to describe the functions that correspond to each post, to know who it depends on and who depends on the person that owns that post, what requirements must be accomplished by the people that can cover each one of the posts, the conditions of each post and, obviously, how many posts are needed and which would be the optimal size of the staff for the correct functioning of the organization.

Once collecting all the information we must start defining an organizational chart, which is the graphical and formal representation of how the company is structured in its different departments, hierarchies, functional and communicational relationships. At this point, we can be based on three hypotheses: that the organization counts with a good organizational chart that reflects properly the distribution of posts by

areas in a logical, prioritized and well-structured way and that shows its needs; that the organization has an organizational chart but not adapted to the reality and the needs it has; or, as in many cases, that the organization does not have defined an organizational chart and the start point is zero.

Therefore, it is needed to define an organizational chart locating the posts inside it (see Annex 1). The first level, with two digits, corresponds to the one of the area; very aligned with the political structure in such a way that the final document of the RPT must not appear even though there is traceability among the departments and sections. The codification is separable, which means that it can be split in seven main areas with two digits in each one and could reach 99. The second level is related to the first one in a way that it is composed by four digits, the first two indicate the area and the next ones differentiate the departments. In this line, starting with the area of treasury, security, Traffic and internal regime, we have the department of Treasury being the code 01 (area)01(department), security and Traffic would be the 01(area) 02 (department). This would take us to the third level, which would be the section, and is where the secretary would be reflected; it would be 01 (area) 01 (department) 01 (section).

Once defined the organizational chart, we describe the post in the proper document; in our methodology we have opted for the design of a report by job post (we will describe the report later). The way of fulfilling that document is to transfer the data collected previously, which have been provided by the organization.

In Annex 2, the report mentioned is described; this consists of a series of data that defines each post. It must be highlighted that the variables that describe the job posts must be the most objective possible and measurable as it will make easier the subsequent valuation of the posts. On the basis of the *Denomination of Job Post and its Code*, which reflects its position in the organizational chart, it is established the *labor relationship*, which differentiates whether the personnel is eventual, permanent or a functionary. The *Professional Group* it belongs to, according to whether it is a staff member or a functionary, whose classification can be appreciated in table 1.

Table 1: Professional Group

Labor Professional Group	Functionaries Group	Qualification Group
1	A	Title of doctor, licensed or graduated, engineer, architect or equivalent
2	B	Title of technical engineer, university licensed, technical architect, professional training de 3rd grade or equivalent
3	C	Title of high school, professional training de 2nd grade or equivalent
4	D	Title of scholar graduate, professional training of 1st grade or equivalent
5	E	Certificate of scholarship

Source: Compiled by author

Another field to fill is the *system of access*, which indicates the way of incorporating to the job post: through a contest or competition. The *Number of Places* reflects the number of posts to cover. Another variable to determine is *Labor Timetable*, differentiating whether the working time is continuous, part-time or turns and the specific timetable is shown. *Location* is the placement where the work is carried out.

In the section of requirements of the post, the *Required Qualification* for the post must be defined, which is the level of studies needed to carry out the tasks. If there was a *Specialty*, it should be defined as well as the *Specific Knowledge* needed for that job. Another factor to define is the *Experience* required for the performance of the post. Going to something more general, a *Mission* should be established and also a higher detail regarding the *Main Functions* of the job post.

Regarding the conditions in the job post, another term to describe and value would be where the *Work is performed*, which means if it is developed mainly on the inside or the outside. The *Noises and Vibrations* that can exist in the job post is another condition that affects the performance of the job, depending on the intensity of them. To finish the report, we have the factor of *Dangerousness* of the work, the possibility of suffering accidents or catching diseases as a consequence of the risks inherent to the activities of the job; and finally, the *Unpleasantness* of the same one, which refers to the circumstances of discomfort, displeasure, disturbances or adverse conditions as well as *other conditions* of the job.

Once the reports are complete, we use the technic of the interview for the verification of the data contained in them; we meet the workers that represent each job post (depending on the size of the organization and the economical and timing resources, we will meet each worker or only one per post) and their hierarchically superior. This interview consists on putting in common the information collected in the

report and fixing the possible mistakes it can contain. With this technic we make sure that the information is correct and it is verified by the consensus between the worker and his superior, with the arbitration of an independent technician.

5.2 Valuation

Once the phase of description of job posts is over with all the reports filled and verified, we are going to make a valuation of each one of them. The functions and characteristics are different between one and another, therefore the valuation of each one will be diverse and that difference of contents and importance between the posts should be quantified.

The method of valuation that is going to be used is the system of punctuation of factors and grades. The different factors to take into account will be the variables that provide different results in the valuation. To do that, we have had to choose the factor of valuation and select the series of grades for each factor. The factors of valuation have been defined as a whole with the organization previously to the elaboration of the report to be able to collect information about them; these factors have been chosen by descriptive importance of the job post and by their quantitative quality, this way they are easily ponderable.

The next step is the graduation of the factors, which means to assign different grades to each factor depending on whether they have a merit of higher or lower punctuation (Annex 3) and all variables have a scale from 1 to 5. The elements selected would be:

The *Timetable*: scoring 1 to the morning intensive, 2 to the afternoon intensive, 3 to the part-time, 4 to the flexible, and 5 to the turns. Another ponderable factor would be the *Required Certification*: scoring 1 to those without studies, 2 to the graduates in Secondary Education, 3 to the personnel with Baccalaureate Certificate or Professional Training of level I, 4 to the university licensed or with Professional Training of level II, and 5 to the graduates or licensed. The third factor would be the *Previous Experience* required for the post: scoring 1 to those posts that required less than 1 month of experience, 2 to those between 1 and 2 months, 3 to those between 2 and 3 months, 4 to those between 3 and 4 months, and 5 to those that require 5 months or more of experience. The fourth factor considered would be the *Responsibility*: scoring 1 to those works with low responsibility, 2 to those with medium responsibility, 3 when it requires medium-high, 4 to those with high, and 5 to those with very high responsibility. The fifth factor used is the *Dangerousness*: scoring 1 to those Works with low dangerousness, 2 to those with commonly low dangerousness but that can become high in certain circumstances, 3 to those with medium, 4 to those where it is higher in some circumstances (as happens when it is low in some circumstances, there are posts with medium dangerousness which can

be higher in certain situations), and 5 to those posts with high dangerousness. The sixth factor to consider is the *Unpleasantness*, fact that affects the conditions of the job post: scoring 1 for the low Unpleasantness, 2 for the medium-low one, 3 for the medium, 4 for the medium- high, and 5 for those post with a high unpleasantness. Finally, we would have the *Technical Difficulty* of the job post: scoring 1 for those Jobs with low technical difficulty, 2 for the ones with medium, 3 for those with medium-high, 4 for those with high, and 5 for those where it is very high.

After defining the variables and their scale, their weight does not have to be same, in such a way that the difference between having a schedule of turns with regard to the morning-intensive timetable; it is not comparable a license or superior grade that takes 18 years of study against not having studies. That is why, it has been pondered the weight of the factors, given that it is a topic of consensus, it was proposed to each member form a wide team of work to expose the weight that should be given to each variable, being the result what can be seen in table 2, where the required qualification, the responsibility and the technical difficulty weight 8 more times than the previous experience.

Table 2: Weighting of Factors

Factors	Grades	Weighing	% Weight	Minimum punctuation	Maximum punctuation
1. Timetable	1-5	2	6,1	2	10
2. Required Qualification	1-5	8	24,2	8	40
3. Experience	1-5	1	3,0	1	5
4. Responsibility	1-5	8	24,2	8	40
5. Dangerousness	1-5	3	9,1	3	15
6. Unpleasantness	1-5	3	9,1	3	15
7. Technical Difficulty	1-5	8	24,2	8	40
Total		33	100,0	33	165

Source: Compiled by author

Once the variables, their scale and their weight have been identified, it is time to value each post using the information of the report. The result obtained in the valuation will depend on the variables chosen and the graduation and weighing made of them; therefore, it must be highlighted that the phase of valuation cannot avoid the factor of subjectivity, even though the intention is to correct it through a consensus between the technicians and the organization.

The first step is to calculate the points assigned to each job post. The result of this technical valuation by department and post can be appreciated, as an example,

in Annex 4. However, as it was explained previously, the factor has a different relative weight in such a way that to obtain the pondered valuation of the posts, those points must be multiplied by the weight of each factor (Table 5). The result of multiplying the values from Annex 4 and Table 5 would give us Annex 5, where we see reflected the technical valuation pondered by job post. As an example, it is appreciated in Annex 4 that the post of Secretary obtains 23 points, against the 20 of a post as Local Police, with only three point of difference. This data changes significantly when weighing the factors in a unequal way making the Secretary to reach the 133 points, against the 88 of the post of security, which makes the difference bigger than the one determined in Annex 4.

As can be seen in Annex 5, the most valued posts would be the Police Inspector, Secretary, Intervention and Architecture. It is a logical aspect as they correspond to the maximum responsible of security of the Town Hall; guarantor of the legality; maximum responsible of economic and urbanism matters. The technical valuation is higher in the case of Police Inspector as they work by turns (worse timetable) and assuming more dangerousness (possession of weapons and exposition to dangers). On the other hand, the less valued posts would be the ones in Ordinance, Operator and Cleaning, as they require less responsibility, technical difficulty and training. Also, among them, several differences are shown motivated by the unpleasantness of the post as in the case of the operator of Environment, which takes more unpleasant conditions (as the handling and exposition to chemical products) comparing it with the operator of Sports.

As the post have been valued from a technical point of view, it must be determined the economic valuation of the specific complement of the post, as it must be reflected in the RPT (Annex 6). To do that, we must calculate the monetary value of each point, which multiplying it by the points obtained in the pondered technical valuation (Annex 5), determines the economic valuation of the specific complement of each job post.

To calculate the monetary value of the point, the posts that obtained specific complements until current times have been identified and denominated as old specific complement. Once the total summary of these, we divide the total points of the posts that receive it, as can be appreciated in the column Pondered Points of Annex 6; these are 112,715.88€ and 1,751 points respectively, and this way we have the monetary value that should correspond to each point ($112,715.88 / 1,751 = 64.37€$). After obtaining this data, it is multiplied by the number of points of each one of the post, obtaining the new specific complement.

At this moment, we already found out the new specific complements (Annex 6) for each job post. Now we calculate the difference between the new and the old for each post; in those cases in which a job post does not perceive a specific complement, this will be new. In the case of the posts that do perceive it, the calculation of the

difference regarding the new one can have a positive or negative (Annex 6). Having a positive value means that the job post must have a specific complement higher than the one it has been perceived (or maybe it was receiving nothing). On the contrary, if the difference is negative, it means that that job post has a specific complement higher than the one it must perceive. For those that will start receiving a new complement or a higher one, provided that the local government has enough budget for that and there is a favorable report from the controller, they would start to perceive it but, what happens with those who perceived more? The new complement is adjusted or it is kept in a way that with every raise of salary, the complement is reduced? This would be the reduction or the freeze of income, being another political decision. From the technical point of view, it involves that incomes are not reduced to anyone, but only the freeze of those and the reduction of the complement as there are increases in salaries.

Another aspect to take into account is that this model has not given a specific complement to all the posts, but in the RPT could have been determined a minimum punctuation to obtain that complement such not all posts perceive that retribution. This is another organizational political decision that must be determined.

6 Conclusions

Most of the public administrations in Spain do not have a List of Job Posts, and in some cases, they do not even have an organizational chart and a function manual, being a commonly demanded by the unions and Companies' Committees the elaboration of a RPT, as the absence of this one makes the tasks and responsibilities not be defined. Also the establishment of specific complements has been approved by some criteria that do not fit the objective factors, encouraging the arbitrariness and causing conflicts between workers in the same post.

The RPT tries to solve these problems, as it can identify the posts needed inside an organizational chart, with its hierarchical dependence, the conditions to access and at work, as the level of responsibility, the grade of dangerousness and unpleasantness, and the determination of the specific complement, among others.

Nevertheless, the launch of a RPT and subsequently, its approval, requires a great effort. On the one hand, it implies meeting with the staff, the definition of their conditions, which is usually quite a sensitive valuation, the negotiation with the Companies' Committee and, generally, the expectation from the workers of a general improvement of their conditions, comparing them with the partners that could have different specific conditions. It is difficult to value downward or to take from someone something that was given to them in an arbitrary way and which would correspond to them with the new RPT, as it is complicated to argue the depreciation of a job post being generally rejected by the Companies' Committee as well as by the unions. In

general, the approval of a RPT usually comes with an increase of the initial Budget for the public administrations, reason why public managers postpone the elaboration of a RPT.

In this article, it has been exposed an objective model for the elaboration of the RPT and the technical and economic valuation of the job posts. After describing the job posts, it has been carried out a valuation based on variables agreed between the government team and the Companies' Committee, which were pondered, and a scale was established to value each job post. Besides that, we calculate the value of each point and obtain a new economic valuation that is compared with the previous one and allows to calculate the differences. This model offers diverse possibilities in the decision-making process, as whether a minimum of points is established for the obtainment of the economic complement.

Another conclusion is that it has been proposed not to eliminate the old complement given, but freezing the incomes of the professional provided that his new complement is smaller than the previous one.

On the other hand, sometimes unions, workers and the Companies' Committee take advantage of the negotiation of the RPT to ask for a salary increase, an improvement of levels and an increment of the staff, not being that essence of it and because of that, the negotiations become more complex and take more time not reaching usually the approval of the RPT.

Also the expectations of the responsible of the administrations can be different from the reality with respect to the approval of the RPT, maybe because of acknowledge or because they try to solve some questions related with human resources that must be negotiated through other instruments, without valuing the possible economic impact that can come from the implementation of a RPT.

As final conclusion, the RPT is an instrument with a great utility that becomes an excellent opportunity to solve part of the conflicts or disagreements existing among the job posts of the organizations. On the other hand, it is an objective tool at the time of valuing the job posts.

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Annex 1: Organizational chart: Area/ department/section, coded

(Continua)

Code	Denomination
01	Treasury, Security and Traffic, and Internal System
0101	Treasury
010101	Secretary
010102	Intervention
010103	Treasury
0102	Security and Traffic
010201	Local Police
0103	Internal System
010301	Registry
010302	Census
02	Culture
0201	Culture
020101	Culture
03	Youth, Language Normalization and Social Communication
0301	Youth
030101	Youth
04	Social Well-being, Equality, Education and Sanity
0401	Social Well-being
040101	Social Well-being
0402	Equality
040201	Equality
0403	Education
040301	Education
0404	Sanity
040401	Sanity
05	Sports, Tourism , Personnel, Employment, Commerce and Industry
0501	Sports
050101	Sports
0502	Tourism and Employment
050201	Tourism and Employment
0503	Personnel

(Conclusão)

Code	Denomination
050301	Personnel
06	Urbanism, Projects, Services and Environment
0601	Urbanism
060101	Urbanism
0602	Projects
060201	General Projects
060202	Electricity
060203	Masonry
060204	Plumbing
060205	Gardening
0603	Services
060301	Cleaning Service
0604	Environment
060401	Environment
0605	Registry
060501	Registry
07	Rural Medium
0701	Rural Medium
070101	Rural Medium

Source: Compiled by author based on the structure of the Town hall

Annex 2: Descriptive report of the job post

REPORT OF DESCRIPTION OF THE JOB POST					Town Hall of X
DENOMINATION OF THE JOB POST:					Code
Labor Relationship	Professional Group	System of Access	N. of places	Timetable	Location
REQUIREMENTS OF THE POST					
Required qualification:			Specialty:		
Specific knowledge:					
Experience/ Career required for the performance of the post:					
<u>Mission:</u>					
<u>Main functions:</u>					
CONDITIONS OF THE JOB POST					
Work is developed:	Noises and vibrations are:	Dangerousness:	Unpleasantness:		
Other conditions of the post:					
Described by:	Date of description:	Date of termination of the post:	Replaced by:		

Source: Compiled by author

Annex 3: Weighing of the factors of the RPT

(Continua)

1 Timetable	Value
Morning intensive	1
Afternoon intensive	2
Morning and afternoon	3
Flexible	4
Turns	5
2 Required qualification	Value
No studies	1
Graduate in Secondary School	2
Baccalaureate or Professional Training level I	3
University Licensed / Professional Training II	4
Graduate or licensed	5
3 Experience	Value
< 1 month	1
1 month - 2 months	2
2 months - 3 months	3
3 months - 4 months	4
> 5 months	5
4 Responsibility	Value
Low	1
Medium	2
Medium High	3
High	4
Very high	5
5 Dangerousness	Value
Low	1
Low in occasions higher	2
Medium	3
Medium in occasions higher	4
High	5
6 Unpleasantness	Value
Low	1

(Conclusão)	
Medium low	2
Medium	3
Medium high	4
High	5
7 Technical Difficulty	Value
Low	1
Medium	2
Medium High	3
High	4
Very high	5

Source: Compiled by author

Annex 4: Distribution of points by post and factor

Section	Post	Timetable	Qualifications	Previous Experience	Responsibility	Dangerousness	Unpleasantness	Technical Difficulty	Total
Secretary	Administrative	1	3	2	3	1	1	3	14
Secretary	Administrative assistant	1	2	1	2	1	1	2	10
Secretary	Secretary	1	5	5	5	1	1	5	23
Intervention	Administrative assistant	1	2	1	2	1	1	2	10
Intervention	Controller	1	5	5	5	1	1	5	23
Treasury	Administrative assistant of Treasury	1	2	1	2	1	1	2	10
Local Police	Police Inspector	5	5	5	5	5	2	4	31
Local Police	Police	5	3	1	2	5	2	2	20
Culture	Administrative assistant	2	2	1	2	1	1	2	11
Culture	Manager of Cultural Activities	2	3	2	3	1	2	2	15
Culture	Manager of Library	2	3	2	3	1	1	2	14
Culture	Technician	2	4	2	3	1	1	3	16
Social Well-being	Administrative assistant	1	2	1	2	1	1	2	10
Social Well-being	Director CIM	1	5	2	4	2	1	3	18
Social Well-being	Social Worker	1	5	2	3	1	2	2	16
Education	Janitor	1	2	1	1	1	2	1	9
Education	Technician in Education and Well-being	1	4	2	3	1	1	3	15
Sanity	Municipal Facilities Ordinance	1	1	1	1	1	2	1	8
Sports	Operator	2	1	1	1	1	2	1	9
Sports	Technician of Sports	2	4	2	3	2	2	3	18
Employment	Agent of Employment	1	5	2	3	1	1	3	16
Urbanism	Administrative	1	3	2	3	1	1	3	14
Urbanism	Quantity surveyor	1	5	2	4	1	2	4	19
Urbanism	Architect	1	5	3	4	1	1	5	20
Urbanism	Administrative assistant	1	2	1	2	1	1	2	10
Projects	Driving Officer	1	2	2	3	2	4	1	15
Projects	Electrician Officer	2	3	2	3	2	4	2	18
Projects	Plumber Officer	1	3	2	3	2	4	2	17
Projects	Various Services' Officer	2	2	2	3	2	4	2	17
Projects	Gardener Officer	1	3	2	3	2	4	2	17
Projects	Various Services' Operator	1	1	1	1	2	5	1	12
Projects	Gardening Operator	1	1	1	1	2	4	1	11
Services	Cleaner	2	1	1	1	2	3	1	11
Environment	Operator	1	1	1	1	2	4	1	11

Source: Compiled by author

Annex 5: Pondered valuation of the job posts ordered by higher punctuation

Area	Post	Timetable	Qualifications	Previous Experience	Responsibility	Dangerousness	Unpleasantness	Technical Difficulty	Total
Local Police	Police Inspector	10	40	5	40	15	6	32	148
Secretary	Secretary	2	40	5	40	3	3	40	133
Intervention	Controller	2	40	5	40	3	3	40	133
Urbanism	Architect	2	40	3	32	3	3	40	123
Urbanism	Quantity surveyor	2	40	2	32	3	6	32	117
Social Well-being	Director CIM	2	40	2	32	6	3	24	109
Sports	Technician of Sports	4	32	2	24	6	6	24	98
Employment	AEDL	2	40	2	24	3	3	24	98
Social Well-being	Social Worker	2	40	2	24	3	6	16	93
Culture	Technician	4	32	2	24	3	3	24	92
Social Well-being	Familiar Educator	4	40	2	24	3	3	16	92
Education	Technician in Education and Well-being	2	32	2	24	3	3	24	90
Local Police	Police	10	24	1	16	15	6	16	88
Projects	Electrician Officer	4	24	2	24	6	12	16	88
Projects	Plumber Officer	2	24	2	24	6	12	16	86
Projects	Gardener Officer	2	24	2	24	6	12	16	86
Secretary	Administrative	2	24	2	24	3	3	24	82
Urbanism	Administrative	2	24	2	24	3	3	24	82
Projects	Various Services' Officer	4	16	2	24	6	12	16	80
Culture	Manager of Cultural Activities	4	24	2	24	3	6	16	79
Culture	Manager of Library	4	24	2	24	3	3	16	76
Projects	Driving Officer	2	16	2	24	6	12	8	70
Culture	Administrative assistant	4	16	1	16	3	3	16	59
Secretary	Administrative assistant	2	16	1	16	3	3	16	57
Intervention	Administrative assistant	2	16	1	16	3	3	16	57
Treasury	Administrative assistant of Treasury	2	16	1	16	3	3	16	57
Social Well-being	Administrative assistant	2	16	1	16	3	3	16	57
Urbanism	Administrative assistant	2	16	1	16	3	3	16	57
Projects	Various Services' Operator	2	8	1	8	6	15	8	48
Projects	Gardening Operator	2	8	1	8	6	12	8	45
Environment	Operator	2	8	1	8	6	12	8	45
Education	Janitor	2	16	1	8	3	6	8	44
Services	Cleaner	4	8	1	8	6	9	8	44
Sports	Operator	4	8	1	8	3	6	8	38
Sanity	Municipal Facilities Ordinance	2	8	1	8	3	6	8	36

Source: Compiled by author

Annex 6: Economic valuation of the RPT

Area	Post	Total	N. Posts	Old Specific Complement	Pondered Points	New Specific Complement	Complements Difference	To disburse
Local Police	Police Inspector	148	1	7.358,28	148,00	9.527,10	2.168,82	9.527,10
Secretary	Secretary	133	1	19.135,32	133,00	8.561,51	-10.573,81	19.135,32
Intervention	Controller	133	1	19.135,32	133,00	8.561,51	-10.573,81	19.135,32
Urbanism	Architect	123	1	0,00		7.917,79	7.917,79	7.917,79
Urbanism	Quantity surveyor	117	1	5.730,84	117,00	7.531,56	1.800,72	7.531,56
Social Well-being	Director CIM	109	1	0,00		7.016,58	7.016,58	7.016,58
Sports	Technician of Sports	98	2	0,00		6.308,48	6.308,48	12.616,97
Employment	AEDL	98	1	4.406,16	98,00	6.308,48	1.902,32	6.308,48
Social Well-being	Social Worker	93	1	2.183,04	93,00	5.986,62	3.803,58	5.986,62
Culture	Technician	92	2	0,00		5.922,25	5.922,25	11.844,50
Social Well-being	Familiar Educator	92	1	0,00		5.922,25	5.922,25	5.922,25
Education	Technician in Education and Well-being	90	1	0,00		5.793,51	5.793,51	5.793,51
Local Police	Police	88	6	22.471,80	528,00	5.664,76	-16.807,04	33.988,57
Projects	Electrician Officer	88	1	5.272,44	88,00	5.664,76	392,32	5.664,76
Projects	Plumber Officer	86	1	5.272,44	86,00	5.536,02	263,58	5.536,02
Projects	Gardener Officer	86	1	0,00		5.536,02	5.536,02	5.536,02
Secretary	Administrative	82	1	0,00		5.278,53	5.278,53	5.278,53
Urbanism	Administrative	82	1	0,00		5.278,53	5.278,53	5.278,53
Projects	Various Services' Officer	80	1	5.272,44	80,00	5.149,78	-122,66	5.272,44
Culture	Manager of Cultural Activities	79	1	0,00		5.085,41	5.085,41	5.085,41
Culture	Manager of Library	76	1	660,48	76,00	4.892,29	4.231,81	4.892,29
Projects	Driving Officer	70	1	0,00		4.506,06	4.506,06	4.506,06
Culture	Administrative assistant	59	1	0,00		3.797,97	3.797,97	3.797,97
Secretary	Administrative assistant	57	1	5.272,44	57,00	3.669,22	-1.603,22	5.272,44
Intervention	Administrative assistant	57	1	5.272,44	57,00	3.669,22	-1.603,22	5.272,44
Treasury	Administrative assistant of Treasury	57	1	5.272,44	57,00	3.669,22	-1.603,22	5.272,44
Social Well-being	Administrative assistant	57	1			3.669,22	3.669,22	3.669,22
Urbanism	Administrative assistant	57	1			3.669,22	3.669,22	3.669,22
Projects	Various Services' Operator	48	5			3.089,87	3.089,87	15.449,35
Projects	Gardening Operator	45	1			2.896,75	2.896,75	2.896,75
Environment	Operator	45	1			2.896,75	2.896,75	2.896,75
Education	Janitor	44	1			2.832,38	2.832,38	2.832,38
Services	Cleaner	44	6			2.832,38	2.832,38	16.994,28
Sports	Operator	38	1			2.446,15	2.446,15	2.446,15
Sanity	Municipal Facilities Ordinance	36	1			2.317,40	2.317,40	2.317,40
Sum			18	112.715,88	1.751,00	179.405,57	66.689,69	272.561,42

Source: Compiled by author

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