

Measuring Managerial Expertise of Portuguese Ministers

“Who governs Southern Europe in the third Millennium”

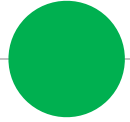
Luís Mota¹; Inês Santos Almeida²

1. Research Center in Political Science, EEG, University of Minho (CICP-UM)

2. Research Unit on Governance, Competitiveness and Public Policies, DCSPT, University of Aveiro (GOVCOPP-UA)

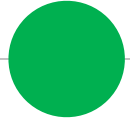


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Introduction

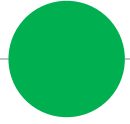
- There is a growing academic interest in the individual characteristics of ministers and other public officials (Pinto et al., 2018; Müller-Rommel et al., 2020; Tavares de Almeida, 2022)
- Studies about their social and occupational profile have concluded that they come from upper classes, have high educational levels, are predominantly male and have political and/ or management experience (*Muller-Rommel et al., 2020*)
- The literature usually distinguishes two main kinds of profiles (*Pinto et al, 2018*)
 - political ministers: with professional experiences mostly related to political activities
 - technocrat ministers: people with high education levels and professional experience outside national politics in international organisations, public administration, HEI scholars and private companies
- There has been an increase in the number of technocrat ministers (*Pinto et al, 2018; Cotta, 2018*)
 - Most of them in the portfolios of economy/ finances, justice, international affairs and health



Introduction

- There is a significant number of technocrat ministers in Portugal
- According to Tavares de Almeida (2022), most ministers between 1976 and 2019 have the following characteristics:
 - Are men (88,4%)
 - Have a higher education degree (98,2%)
 - Have developed professions in teaching (28,7%), manager (26,1%), lawyer (20,3%) or PA manager (14,1%)
 - Have prior political experience (53,9%)
 - Have been party leaders at the national or subnational level (47,1%)
 - Have been junior ministers (43,1%)
 - Have been MPs (38,4%)



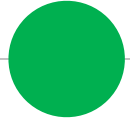


Introduction

- When comparing technocrat and political ministers, there is a higher percentage of the former category of:
 - Women (14,2%) (vs. 9,4%)
 - With training in Economics (33,9) (vs. 22,1%)
 - Without a law degree (25,2%) (vs. 49,7%)
 - With a PhD (38,6%) (vs. 15,4%)
 - With professional experience as a manager (32,3%) (vs. 20,8%)
 - With professional experience in teaching (43,3%) (vs. 34,95%)



- In this chapter, we go beyond this traditional division, and focus on management experience, either in politics or outside politics – why?
 - Being a minister requires not so much technical knowledge, but rather the capacity to manage multiple interests from different types people, multiple tasks
 - You can acquire this type of experience in the non-political positions, but also in political positions



Methodology

- **Non-political relevant management experience**

- top manager of a PA organization
- rector
- top-management of a big company
- president of a big hospital
- president of a professional association

- **Political relevant management experience**

- prime-Minister
- minister
- junior minister
- president of Parliament
- president of the European Parliament
- party leader

- **Intensity**

- Ample; Some; None

- **Sector**

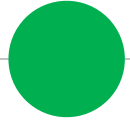
- Mostly public-sector; Mostly private sector; A sound combination of both

- **Period of analysis**

- From 1976 to 2024 (24 governments)

- **Independent variables**

- Portfolios (coordination; sovereignty; economic, social)
- Gender (male; female)
- Minister's party of affiliation (PS; PSD; CDS-PP; PPM; none)
- Core in government (Yes; No)
- Type of Parliamentary support (single-party maj; multiple party maj.; minority; presidential initiative);
- Type of government (single party; pre-electoral coalition; post-electoral coalition)

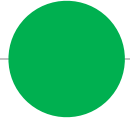


Expectations

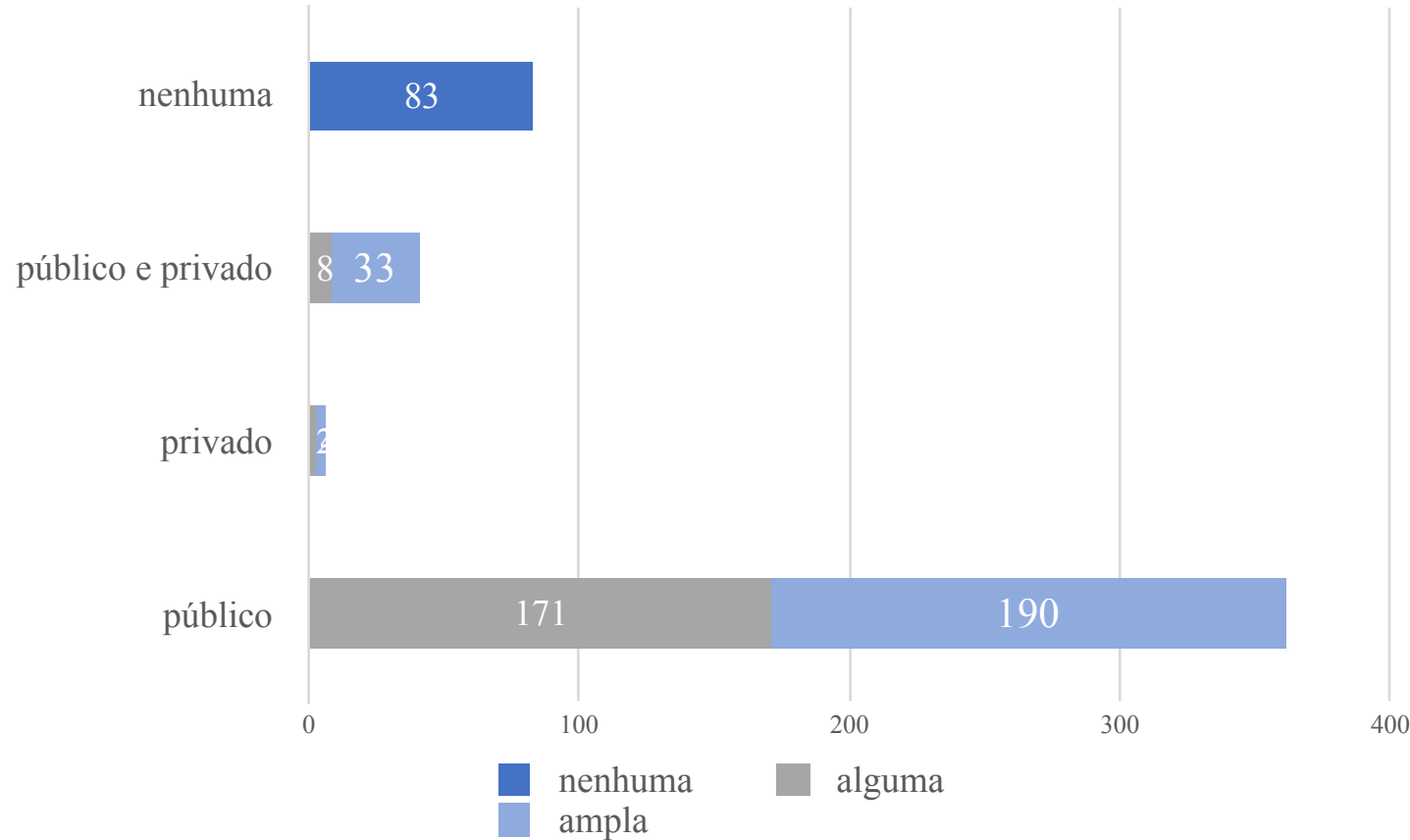
1. There is a significant percentage of ministers with management experience;
2. Most ministers with management experience acquired it in the public sector;

There is a higher percentage of ministers with management experience

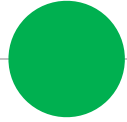
3. ... in the past 25 years (after 1999) than in the preliminary period of democracy (before 1999);
4. ... in economic portfolios;
5. ... among ministers from the government core.
6. ... among female ministers than among male ministers.
7. ... from right-wing parties than from left-wing parties.
8. ... in governments of presidential initiative and governments with minority parliamentary support.



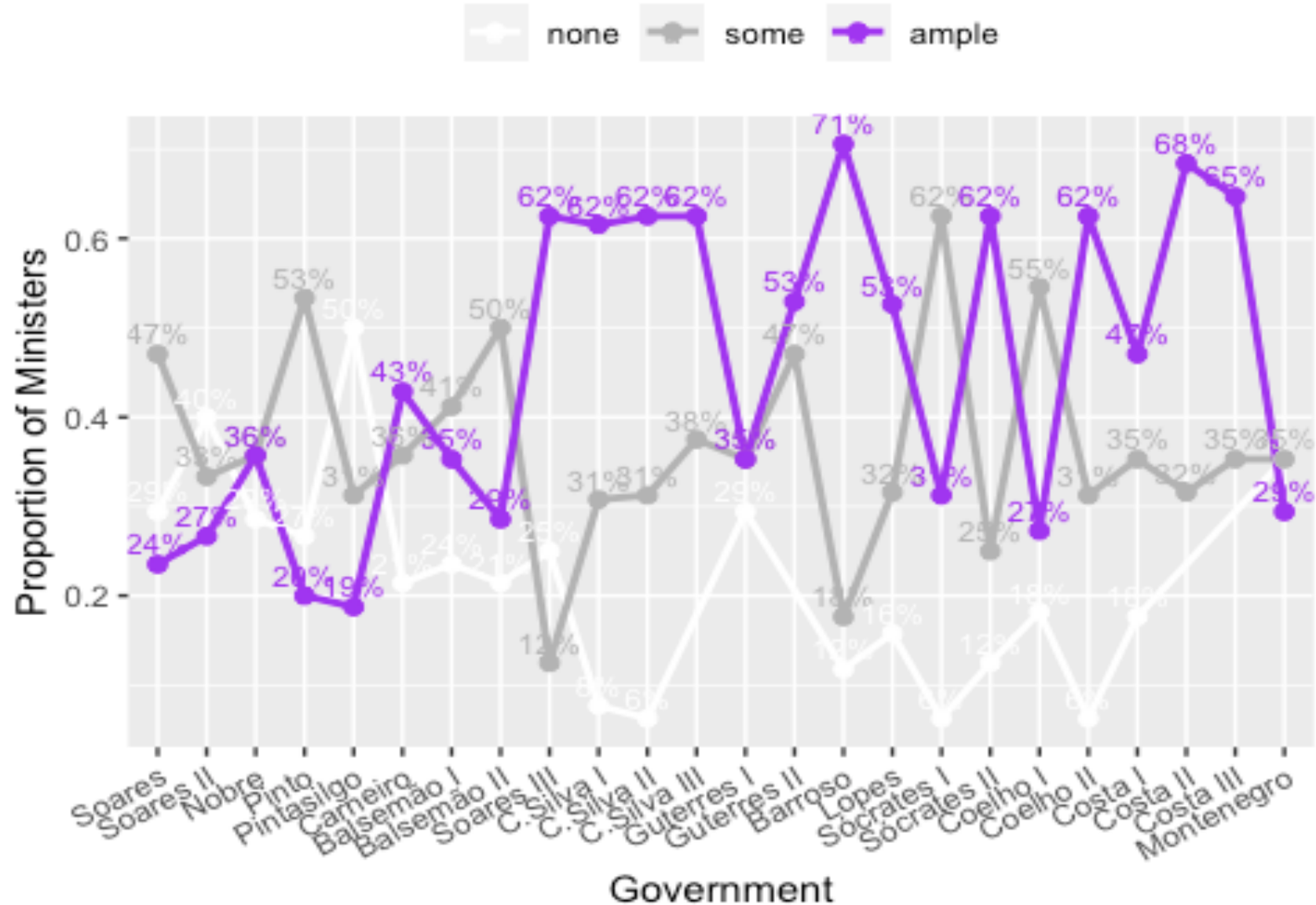
Results

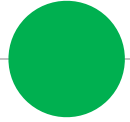


- Most ministers have management experience
 - Only 83 (16,9%) had none
- Almost half has ample management experience (46,23%)
- Most ministers developed management experience in the public sector

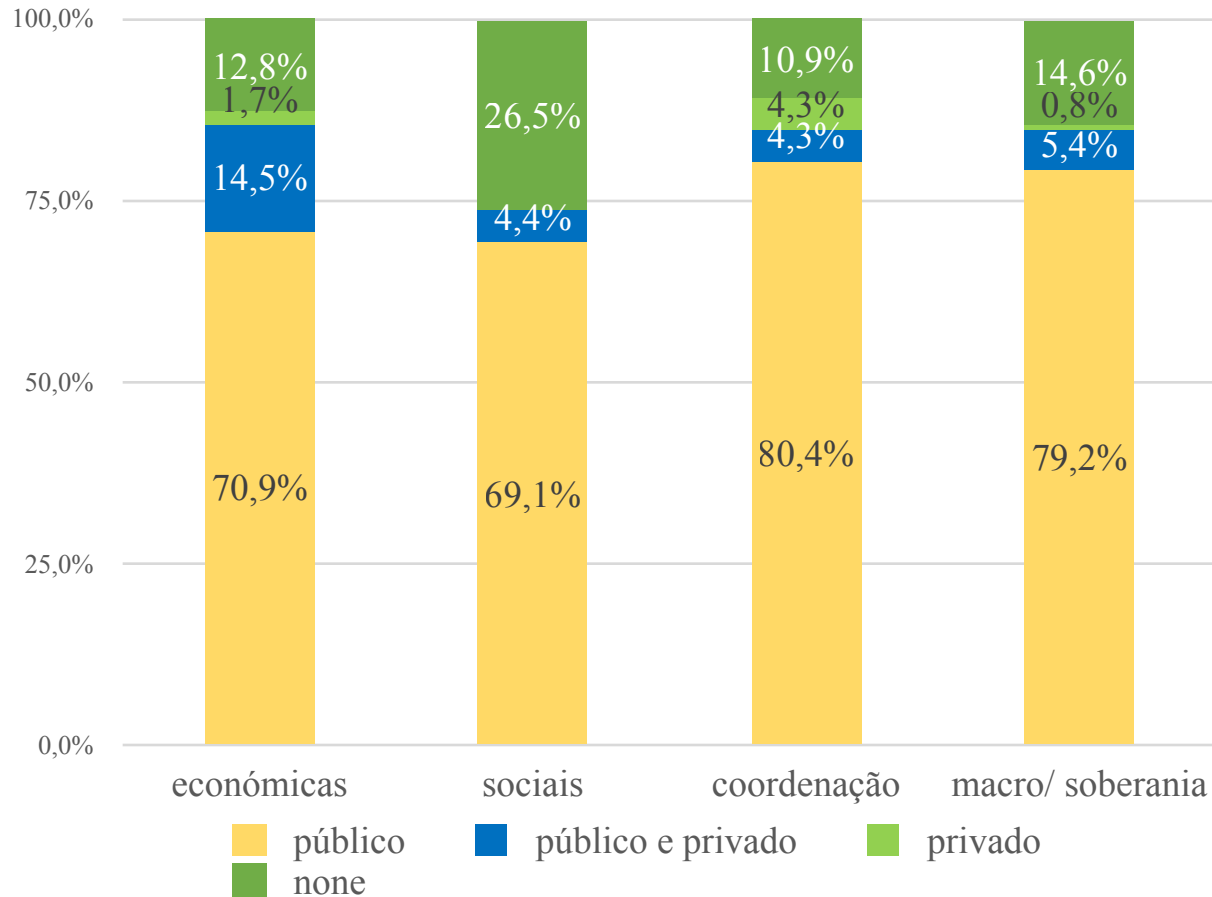


Results

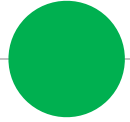




Results



- The type of portfolios with a higher percentage of ministers without management experience is the social portfolios, namely culture, education, labour and social security
- The portfolios with higher share of ministers with management experience are economic portfolios (58,7%) and macro/ sovereignty portfolios (47,7%)
- The portfolios with higher share of ministers with experience in the private sector are the economic ones (16,2%), namely economy, finances and industry



Results – indep. variables

Gender

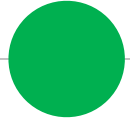
- The percentage of the 48 female ministers with ample management experience (52,1%) is slightly higher than the share of the 443 male ministers in a similar situation (45,6%)
- The percentage of female ministers with no management experience (12,5%) is smaller than the share of ministers in the same situation



Legenda: XXIII Governo Constitucional, de António Costa, o primeiro na história da democracia portuguesa com mais ministras do que ministros, nove num total de 17.

Political party of ministers

- A slightly higher percentage of ministers with ample management experience from PSD (54,2%) and PS (46,2%), than from CDS-PP (34,25%) or PPM (0%)
- Most of the 47 ministers with management experience in the private sector are independent (21) or from PSD (21).



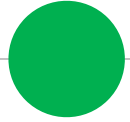
Results – indep. variables

Government core

- Most ministers that are part of the government core have management experience (60,8%), while less than half of the ministers outside the core have management experience (42,4%)
- There is a higher share of ministers with management experience in the private sector among non-core ministers (10,1%) than from the core (7,8%)

Parliament support

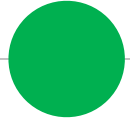
- There is a slightly higher share of ministers with ample management experience in governments with majority and single-party parliament support (55,2%), than in governments with minority support (48,5%), majority support from more than one party (44,8%) or governments of presential initiative (24,4%).
- There are no significant differences on what concerns the sector.



Results – indep. variables

Type of government

- No significant differences between governments composed of just one party or composed of pre- or post-electoral coalitions



Conclusions

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There is a higher percentage of ministers with management experience

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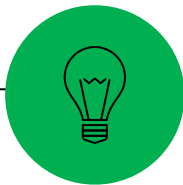
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Thank you for your attention!
Questions and comments are much appreciated!



Luís F. Mota
luismota.work@gmail.com

Inês S. Almeida
inessalmeida@ua.pt