



Innovation lab

Ministry of Public
Management and Innovation
Brazil

MINISTÉRIO DA
GESTÃO E DA INOVAÇÃO
EM SERVIÇOS PÚBLICOS



NEW WORKING MODELS: FREE-LA! & FLEXIBLE TEAMS





HOW IT STARTED? A CHALLENGE CAME UP:

In the beginning of LA-BORA! GOV, we found the right people who were eager to come to the lab, but it turns out it is very **bureaucratic** to move public servants from one place to another in the Brazilian Public Administration.

HOW COULD WE **ADAPT** TO THESE CONSTRAINTS AND BRING CIVIL
SERVANTS TO THE LAB TO FOSTER INNOVATION IN THE BRAZILIAN
CIVIL SERVICE?

After an idea created in a collaborative workshop with other civil servants

& after an informal agreement with other civil servants enthusiastic with the lab

we created two new working models



FREE-LA!

public servants voluntarily
fill out a registration form
and can be selected to
work in a project or activity,
according to their skills and
interest.

FLEXIBLE TEAM

public servants selected to work at the lab X hours per week, but keeping their employment ties to their original working place.

FREE-LA!

FLEXIBLE TEAM

- **Scale opportunities** to public servants, foster networking and meaning at work;
- Break silos, bureaucracy and stiff activities to open opportunities to **flexible work**;
- They are based on cross-functional task teams to solve challenging public problems and shift functional hierarchies to teamcentric and **fluid network-based work models**.

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FREE-LA!

FLEXIBLE TEAM

Public servants want more flexibility in how and where they work and these new models re-architecture work, to provide richness of choice, flexibility and autonomy.

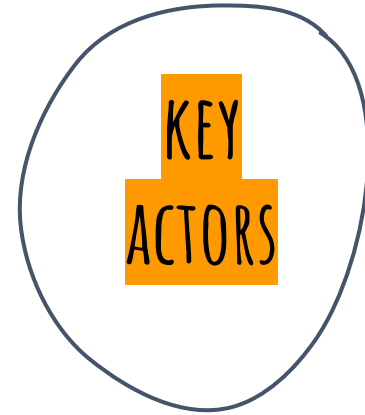
The government can allocate its human resources according to the priorities of the moment.

PUBLIC SERVANT

- + knowledge
- motivation
- immersive experience
- expanded opportunities
- networking

LA-BORA! GOV

- Increases or decreases the workforce according the need
- Fills the gaps
- Empathetic view of reality
- Diversity of ideas



PUBLIC ADMINISTRATION

- stimulate new ideas,practices and knowledge

- Non-bureaucratized processes - adapts human resources to dynamic priorities

- Optimizing resources in a scenario of budget constraints

CITIZENS

PUBLIC VALUE

INSTITUTION OF ORIGIN

- New skills, techniques and tools

- Public Servants recognized

- + engagement

- + productivity

FIOCRUZ,

CAPEX, AEB, Correios, MS, TCE

DNIT,

Enap,

MJ,

MDR,

MC,

FUNAI,

SERPRO,

CD

+ 1900 PEOPLE

+ 230 DIFFERENT PUBLIC ORGANIZATIONS

PR, IFBaiano, UNB, UFMG, Abin

MS,

MMA,

ANEEL,

ANA,

BC,

CGU,

AGU,

INSS

SINCE ITS CREATION IN 2020, WE...

- Improved and institutionalized via Normative Instruction the new models of work for the whole Brazilian Federal Public Administration.
- Made the teams more diverse.
- Scaled these models throughout the federal public administration.
- Researched and created data and evidence on the results and impacts of the program.



[Catching innovative feels: How one lab in Brazil is creating the space and support for civil servants to innovate | by MIT GOV/LAB | Medium](#)



One of the 3 winners in the category:
"Innovation in services or public policies in
the federal executive government", 2021



Included as a good practice by
OECD, 2022

Source:

<https://repositorio.enop.gov.br/bitstream/1/7593/2/1/20REVIEW%20OCDE%202022%20-%20AN%C3%81LISE%20TRANSVERSAL%20%28SCAN%29%20-%20eng.pdf>



LA-BORA! gov vence o Prêmio Global de Excelência em Governo na Cúpula Mundial em Dubai

"Global Government Excellence Award" é um reconhecimento internacional do LA-BORA! gov como iniciativa de impacto no apoio ao desenvolvimento profissional e no investimento em pessoas ("distinguished initiative in upskilling and investing in people"). A Cúpula Mundial de Governo é uma plataforma para a troca de ideias e soluções inovadoras para desafios governamentais atuais e futuros. O Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum, Príncipe Herdeiro de Dubai e Presidente do Conselho Executivo de Dubai, homenageou os vencedores dessa edição do prêmio.



Entre os 40 finalistas para o Creative Bureaucracy Festival!

O LA-BORA! gov ficou entre os 40 finalistas para o Creative Bureaucracy Festival (Festival da burocracia criativa), na Alemanha. Foram mais de 200 submissões de iniciativas no mundo todo. É a 5ª edição do Festival, que celebra a inovação no setor público e sua contribuição para o fortalecimento da democracia.



Apolitical - Global Public Service Team of the Year Awards 2022 (Time do ano em Serviço Público)

Premiação internacional, da Apolitical - plataforma global com sede em Londres focada na melhoria do serviço público - que, desde 2018, celebra as equipes que trazem mais impacto para os usuários. Categoria "Campeões do Aprendizado e Desenvolvimento" concorrendo com equipes do Reino Unido, Colômbia, África do Sul, Brasil e outros países.



2022 - Prêmio Reconhecimento Profissional, do Ministério da Economia

Categoria: Ideias Inovadora - Prateleira de Serviços



2022 - Conexão Inova é a 3ª edição da premiação de iniciativas inovadoras realizada pela rede Conexão Inovação Pública.

Categoria - Pessoais Inovadoras: Equipe do LA-BORA! gov



2021 - 25º Concurso Inovação no Setor Público da Enap

Categoria: "Inovação em Serviços ou Políticas Públicas no Poder Executivo Federal".



2021 - Labutantes, da Conexão Inovação Pública

Categoria: "Laboratório de Inovação do Governo Federal" e "Rede, comunidade ou hub de Inovação no Setor Público"



2021 - Prêmio Espírita Público, da Fundação Lemann, Instituto humanize e República.org.

Categoria: "Gestão de Pessoas". Líder do time LA-BORA! gov, Luana Parra



2021 - Prêmio de Reconhecimento Profissional, do Ministério da Economia,

Categoria: "Desempenho Funcional" - Raquel e Pedro do time LA-BORA! gov.

LA-BORA! gov

Laboratório de Gestão Inovadora

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