The management of human talent from the perspective of the Integrated Planning and Management Model MIPG in a Public University of the Caribbean Region*

La gestión del talento humano desde la perspectiva del Modelo Integrado de Planeación y Gestión MIPG en una Universidad Pública de la Región Caribe

DOI: 10.18041/2619-4244/dl.33.11160

Abstract:

The purpose of this research is to analyze the management of human resources at the Universidad del Atlántico, taking as a reference the Integrated Model of Planning and Management for the Colombian public sector. Based on the results obtained, the level of compliance with the criteria examined was identified and the reasons for the results obtained were determined, finding that the critical points are concentrated in failures in the articulation of strategic planning and planning of human resources management and in the absence of a formally structured Strategic Human Talent Management Plan. In conclusion, it is evident that the application of the references stipulated in the Integrated Planning and Management Model, beyond the regulatory aspect, is useful as a starting point for the implementation of actions to strengthen human management within the entity and for achievement of its organizational goals.

Keywords: human resources management, strategic management of human talent, public management.

Resumen:

El propósito de la investigación es realizar un análisis de la gestión del talento humano en la Universidad del Atlántico, tomando como referencia el Modelo Integrado de Planeación y Gestión MIPG para el sector público colombiano. A partir de los resultados obtenidos, se identificó el nivel de cumplimiento de los criterios examinados y se procedió a determinar las razones, hallándose que los puntos críticos se concentran en falencias en la articulación de la planificación estratégica y la planeación del proceso de gestión de talento humano y en la ausencia de un Plan Estratégico de Gestión del Talento Humano estructurado formalmente. Como conclusión, se evidencia que la aplicación de los referentes estipulados en el Modelo MIPG, más allá del aspecto normativo, pueden servir de punto de partida para la implementación de acciones que apunten al fortalecimiento de la gestión humana dentro de la entidad para el cumplimiento de su propósito organizacional.

Palabras clave: administración de recursos humanos, gestión estratégica del talento humano, gestión pública.

* This article is derived from the degree project for the Master's degree in Organization Management from the University of Cartagena


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RECIBIDO
6 de marzo de 2023

ACEPTADO
14 de julio de 2023
Introduction

Under the current conception of human talent as a competitive advantage, the commitment of organizations to strengthening human management as a pillar of strategic and functional support for them has gained importance, including those organizations that constitute the public sector of nations, implying a change from the bureaucratic and prescriptive paradigm to one of management with criteria of efficiency, flexibility and competence (Calderón Hernández, 2004).

Traditionally, the management of human resources in public organizations had focused its attention on the so-called "personnel management", without giving relevance to its strategic role and its contribution to the achievement of institutional objectives (Calderón Hernández, 2004), which has led to rethinking the management of its human resources towards a management model oriented to the creation of value that "introduces a new set of values to management in the public sector" (Sanabria Pulido, 2015: 34).

In the context of the Public Administration in Colombia, over time efforts have been made in order to transform public management, as evidenced by the implementation of the Internal Control System (through Law 87 of 1993), of the Administrative Development System (through Law 489 of 1998) and the Quality Management System (through Law 872 of 2003), as well as the measures introduced by Law 909 of 2004 and its regulatory decrees, consolidating the management of human talent by competencies such as axis of the model applicable to the public sector. Which is ratified in Decree 1083 of 2015, Single Regulatory Decree of the Public Sector, which compiles all the normative references applicable to the Public Function in Colombia, including the, with the aim of simplifying and legally rationalizing compliance with the provisions.

All the above considerations led to the approach of a model that harmoniously integrated the previous systems, and introduced new elements, giving rise to the MIPG Integrated Planning and Management Model for the Public Sector, adopted by Decree 1499 of September 11, 2017.

Aware of the normative provisions and the guidelines of the national public Administration, the Universidad del Atlántico, as a public entity of the national order and with an autonomous character, has undertaken actions aimed at the implementation of such measures. For example, it has designed and consolidated a strategic direction process that led to the issuance of the 2009 - 2019 Institutional Strategic Plan, within which the so-called Modernization of University Management is contemplated as one of the strategic lines, with the development of human talent as one of its objectives (The Institutional Strategic Plan was adjusted in its name to the Institutional Development Plan for the period 2022 - 2031).

On the other hand, the project for the implementation of an Integrated Management System was undertaken, under the guidelines of the NTCGP and the MECI, within which the management of human talent is characterized as a process of support for the strategic and missionary processes of the University (Universidad del Atlántico, Institutional Action Plan 2012 - 2014).

However, despite the fact that the previous measures have led to a significant improvement in the institutional reality, the particular conditions of the Universidad del Atlántico that led to the suppression of a previous administrative staff, and the subsequent
issuance of a new administrative staff within of an organizational structure modified in 2007, are different from current conditions, facing the challenges that their autonomy implies versus the legal requirements applicable to the Colombian public sector, the increase in student demand, which by 2020 had increased by 66% (Universidad del Atlántico, Institutional Management Report 2021), the growth of missionary processes, the budgetary limitations, the needs of administrative workforce, etc.

Therefore, this article analyzes the human talent management process at the Universidad del Atlántico under the MIPG Integrated Planning and Management Model for the Colombian public sector to verify not only its level of compliance with the regulatory aspect but, also most importantly, the achievement of the primary objectives of human resources administration, namely: contribute to the achievement of the strategic and missionary objectives of the entity and optimize the quality of working life of its collaborators.

1. Theoretical Framework

1..1. Human talent management model for the public sector

For Sanabria Pulido (2015), four basic models have been raised in the evolution of human talent management in the public sector, namely:

- Bureaucratic Model: Among its characteristics was meritocracy, division of labor, specialization, hierarchy and adherence to regulations as ways of achieving organizational efficiency but it faced drawbacks with the lack of flexibility and stagnant performance.

- Management Model: emerges as a new paradigm to move away from bureaucratic practices, within the framework of what was called "new public management". This model focuses on aspects such as effectiveness, the creation of public value and customer orientation.

- Strategic Management and Results Orientation Model: it is considered that it is also framed within the paradigm of the new public management. However, the aspects on which it focuses have gained preponderance today, such as: the harmonization of Human Talent Management with Strategic Direction and the emphasis on a competency-based system to support the maintenance of an institutional competitive advantage.

- Public Service Model: focused on the idea of service in public management, considering that the aspects of the new public management minimize the considerations that public entities do not have clients but citizens and that, therefore, the main thing must be seek the interest and citizen value.

As stated by Calderón Hernández (2004), the management of human resources in the public sector has focused on its legislative framework, concentrating on functional aspects in a bureaucratic and inflexible way, in which departments or personnel management units are they have limited themselves to an operational or advisory role, neglecting planning and strategic articulation with the organization.

Therefore, the obsolescence of the management model is one of the main challenges that human talent management in the public sector must face to become aware of the influence of people and organizational culture on organizational performance, and not
just processes and the organizational structure as factors of interest.

The strategic management of human talent implies that personnel units must play a strategic role in organizational performance, beyond an operational role or execution of activities, which requires the support and commitment of senior management (Rojano, 2022).

In the traditional model of human resources management, given its functionalist nature, the processes and activities are developed without articulation between them since the important thing is to fulfill their own purpose. The competency-based management model, on the other hand, being based on competencies as the axis on which all human management processes are articulated, is considered as an integrated and interrelated system, based on a strategic vision and aiming at aligned and cohesive objectives.

The paradigm shift is inspired by the model changes being implemented in the private sector, which aim to modify the bureaucratic, regulatory and linear style of administration, making management more flexible and decentralizing based on results.

In Colombia, the approach to the management of human talent in the public sector has pointed to a model that integrates the positive aspects of each of the models that Sanabria Pulido (2015) proposes. The cultural roots of the bureaucratic model in national public entities are indisputable; however, the initiatives undertaken to modernize management are also notable, aided by management trends in the private sector, by the paradigm shift exposed by the new public management and by the consideration of citizen value as the central axis of public work.

1.2 Integrated Planning and Management Model MIPG

The Colombian Public Administration has made efforts with a view to renewing the public management of the entities that comprise it. That is why, from the same Political Constitution of 1991 (article 269), the principles of the administrative function are adopted and exposed as the basis and reference of its performance.

Over time, specific measures have been established regarding public management, such as the creation of the Institutional Internal Control System (through Law 87 of 1993), the Administrative Development System (through Law 489 of 1998) and of the Quality Management System (through Law 872 of 2003).

The previous laws led to the provision of new tools, such as the Technical Quality Standard for Public Management NTC GP 1000 (established by Decree 4110 of 2004 and updated by Decree 4485 of 2009) and the Standard Model of Internal Control MECI (adopted by Decree 1599 of 2005 and updated by Decree 943 of 2014).

With the intention of continuing to advance in the comprehensiveness of the management tools used in the public sector in Colombia, through Decree 2482 of 2012, the Administrative Development System and the Quality Management System are integrated into an Integrated Planning and Management Model, with the MECI as a control tool for the model but separated from it.

The most recent update of the Integrated Planning and Management Model MIPG achieves the articulation of the MECI within it, merging in a single tool the mechanisms of the
Administrative Development System, the Quality Management System and the Internal Control System. The previous measure is ordered in article 133 of Law 1753 of 2015 and is instrumentalized by Decree 1499 of 2017 (which introduces the modifications in the Single Regulatory Decree of the Public Function Sector, Decree 1083 of 2015).

In such a way that the Integrated Planning and Management Model MIPG simplifies, integrates and articulates the previous systems with the objective of making the processes executed within public entities more efficient (Administrative Department of Public Function, 2018).

1.2.1 Definition and Operation of the Integrated Planning and Management Model MIPG

As stipulated in Decree 1499 of 2017, the Integrated Planning and Management Model MIPG is a referential framework for the planning, execution, direction, monitoring, evaluation and control of management in the organizations that constitute the Colombian public sector, under criteria of integrity and quality in the service that guarantee the fulfillment of the social aims of the State.

This Model configures, therefore, a set of concepts, elements, guidelines, strategies, methodologies and techniques to be implemented by public organizations with a view to improving their institutional management (Administrative Department of Public Function, 2018).

The purpose of the MIPG is to strengthen institutional capacity, focusing on the processes developed in public entities that are aimed at generating public value.

The Integrated Planning and Management Model operates through the operation of seven dimensions, namely:

- Human Talent.
- Strategic Direction and Planning.
- Management with Values for Results.
- Evaluation for the Result.
- Information and Communication.
- Knowledge and Innovation Management.
- Internal Control.

These operational dimensions point to phases of the administrative process within public organizations and are developed "through one or more Institutional Management and Performance Policies" (Administrative Department of Public Function, 2018). In such a way that they are interrelated and work jointly.

El MIPG considera la dimensión Talento Humano como su esencia, al plantearlo como el eje que permite la puesta en marcha de las demás dimensiones operativas, enmarcada dentro de las Políticas de Gestión Estratégica del Talento Humano y de Integridad.

1.2.1.1 Human Talent Dimension of the MIPG

The MIPG considers human talent as the most important resource available to public organizations and, therefore, as a critical success factor for achieving effective institutional management.

The Administrative Department of Public Function (2018) considers that the Strategic Management of Human Talent SMHT is the set of actions that contribute to the achievement of the organization's goals through the selection, development and maintenance of the most...
competent human talent through strategic direction. For which the following objectives must be sought:

a. Strategic articulation between Senior Management and Human Talent Management.

b. Alignment of human talent practices with the institutional mission.

c. Long-term planning of human talent in accordance with the planning of the entity.

d. Strategic role of the human talent area.

For which, the Integrated Planning and Management Model MIPG proposes the implementation of a process constitute of the stages shown in Graph 1.

**Graph 1.** Process of Strategic Management of Human Talent

- **Stage 1:** Availability of information, both institutional and its human talent (regulatory framework, strategic direction, characterization of employees and jobs, etc.).

- **Stage 2:** Diagnosis of the Strategic Management of Human Talent through the SMHT Diagnosis Matrix.

  The SMHT Matrix is a tool that allows the entity to assess the level of maturity of the different categories and components that make up the human talent management process. The different variables that make up the matrix are grouped by SMHT categories, the Deming cycle and the life cycle of the public servant (Planning, Entry, Development and Retirement), with which it is intended to comprehensively and systematically cover the issues that are competence of the Human Talent area.

- **Stage 3:** Design of actions for the Strategic Management of Human Talent SMHT through the preparation of the Action Plan.

- **Stage 4:** Implementation of actions for the Strategic Management of Human Talent SMHT, that is, the execution of the Action Plan.

- **Stage 5:** Evaluation of the Strategic Management of Human Talent SMHT.

**Methodology**

The research has a quantitative approach, with a descriptive and cross-sectional scope with a non-experimental design (Hernández-Sampieri & Mendoza, 2018; Arias Gonzáles, 2020) that allowed analyzing the variables determined by the Integrated Planning and Management Model for the diagnosis of human talent management at the Universidad del Atlántico, using direct observation of the processes carried out in the
Department of Human Talent Management of the entity as primary sources and the information collected through the application of the diagnostic tool defined in the Operating Manual of MIPG. In the same way, secondary sources were used, such as documentary review, reports and institutional databases.

The information collection instrument for the diagnosis and analysis of the human talent management process at Universidad del Atlántico is the Matrix for Self-diagnosis of Strategic Management of Human Talent (SMHT Matrix), which is a valid tool given that it was designed and stipulated for its regulatory application in public sector entities in Colombia by the Administrative Department of Public Function.

The SMHT Matrix is composed of the following elements:

- **Components**: they indicate the phase of the human talent management process evaluated (Planning, Entry, Development or Retirement).
- **Categories**: disaggregated for each component.
- **Variables**: they indicate the requirements or management activities that will be evaluated within each category.
- **Qualification criteria**: they establish the reference assessment against which the measurement of the variables or compliance with requirements will be compared.

The measurement is consolidated into a general score and scores for each variable, category and component of the Diagnostic Matrix, ranging from 0 to 100, and classified into five levels, as represented in Graph 2.

**Graph 2. Rating scale of SMHT Matrix**

![Graph 2](image_url)

Source: DAFP (2018)

**Results**

After the application of the diagnostic tool, it was determined that the total qualification for the human talent management process at the Universidad del Atlántico was 61.5, as illustrated in Graph 3.

**Graph 3. General Qualification of the SMHT Process**

![Graph 3](image_url)

Source: Own elaboration

The score obtained, according to the scale stipulated in the MIPG´s Operating Manual, indicates that the process of human talent management at the Universidad del Atlántico is at a level of maturity of Transformation, for which its implementation has advanced but that there are gaps to improve, and actions are required to position it at a strategic level and reach a maturity level of Consolidation.
By disaggregating the result obtained, the Matrix allows a qualification by components of the human talent management process. Graph 4 records the qualifications achieved, where the Management Planning component is the only one that is at a Transformation level. The other components are at a High Operational Basic level, according to the measurement scale of the Model, with the Personnel Entry component being the one that presents the most weaknesses in its maturity.

Graph 4. Qualification by Components of SMHT process

Source: Own elaboration

Results of Human Talent Planning Component

Regarding the Planning component, Graph 5 details the qualifications for its categories, finding the greatest weaknesses in the Strategic Planning and Institutional Arrangement categories.

In the Regulatory and Environmental Knowledge category, a score of 80 was obtained, which indicates that the entity knows and applies the regulations that regulate it and has implemented strategic planning processes at the institutional level, although with flaws in its articulation with strategic planning of Human Talent, which would increase the level of maturity of this category.

Graph 5. Qualification by categories of Planning component

Source: Own elaboration

The result obtained in the Information Management category reveals that the organization has information mechanisms regarding its staff and data collection through specific diagnoses, being the category with the best evaluation within this component.

The Manual of Functions and Competences category also obtained a score of 80, since the institution has a manual of functions, profiles, and competencies for existing positions in the administrative plant. However, the functions manual was approved in 2007 and to date there has not been a review of the positions to revalidate their relevance, which would have an impact on the improvement of institutional processes.

On the other hand, the qualification obtained in the Institutional Arrangement category points to deficiencies in the administration of human talent from a strategic level, with opportunities for improvement for the interaction between the Senior Management of the educational organization and the Human Talent management that transcends the formal elements of planning in both spheres.

Finally, within this component, the category with the lowest score was Strategic Planning.
reason for this result is because, despite the fact that there are plans in different areas of Human Talent (Institutional Training Plan, Occupational Health and Safety Plan, Induction and Reinduction Program, Work Environment Intervention Plan), these plans are not structured within a Strategic Human Talent Plan, which for the Integrated Planning and Management Model MIPG, is the fundamental basic tool for Strategic Human Talent Management.

Therefore, this is one of the critical points on which the entity must work to improve the performance of its human talent management. Especially considering that, within what is evaluated in this category, there is no evidence that there is a planning of the performance evaluation process and a Work Well-being Plan.

The reasons why there is no defined performance evaluation process are due to inconveniences at the legal level (gaps in the Administrative Career Statute of the Universidad del Atlántico) and negotiation with the Administrative Career Surveillance Commission of the entity (related to university autonomy) that transcend the will of the Department of Human Talent Management and must be resolved at the managerial level of the institution.

With respect to the Work Well-being Plan, the Department schedules activities in this area and measures their compliance. However, there is no documented plan as such because the Office of the Vice-Rector for University Well-being is working on the design of a plan that covers the entire university community, including administrative employees. Therefore, the Department must ensure the articulation of the plan that is being projected with its own strategic planning.

**Results of Personnel Entry Component**

According to the qualification obtained at the component level, Personnel Entry is the area in which the human talent management process of the Universidad del Atlántico presents the most weaknesses. The relevant aspects in each component category are detailed below, according to the qualification obtained, recorded in Graph 6.

![Graph 6. Qualification by categories of Entry component](image)

Source: Own elaboration

The measurement of the Employment Provision category indicates shortcomings since there is no Annual Vacancy Plan or a verification mechanism for the preferential right of
administrative career employees to oversee freely appointed and removed positions. In addition, of the 133 administrative career positions, 82 (62%) have been provisionally filled, and the average time to fill vacancies on a temporary basis is over 10 years. Therefore, the absence of implementation of mechanisms for the definitive provision of career positions through competition is evident.

The Information Management category had a better score since there are records of the management of the employment history of public servants in a physical file of resumes and a personnel information system. However, improvements can be made with a better use of technologies for the treatment and traceability of information. Regarding the Meritocracy category, the low score obtained is due to the absence of competition for the final provision by meritocracy of administrative career positions. Regarding the provision of free appointment and removal positions, given their nature, it is up to Senior Management to designate their holders. However, as is usually characteristic of Colombian public entities, political factors sometimes take precedence in the appointment of officials to positions of free appointment and removal above the merit and competencies of those who aspire to occupy said positions.

The Performance Management category was the one that obtained the lowest rating in this component because there is no evidence of performance evaluation for the reasons mentioned above in the analysis of the Planning component.

On the other hand, the Institutional Knowledge category was the best scored within the Personnel Entry component because there are records of institutional induction of appointed public servants, although its effectiveness could be improved if the process was structured within the Strategic Talent Plan Human, as mentioned in the analysis of the Planning component. Finally, the Inclusion category had a low rating given that there is no evidence of compliance with the provisions of Decree 1499 of 2017. However, this situation occurs at a general level in public entities given the recentness of the issued standard, especially in autonomous entities such as official universities.

Results of Personnel Development Component

Graph 7 shows the discrimination of the qualification obtained in the Personnel Development component.
In the Institutional knowledge category, compliance with the provisions related to the reinduction of personnel was evaluated, of which there are records of institutional reinduction activities, although, as explained in the Planning component, said activities are not framed within the Strategic Plan to be designed by the Department.

For the Information Management category, the result obtained indicates a high level of maturity because the entity has information through process indicators, as well as records of its training and well-being activities. However, the quality of the information could be improved if the current indicators were expanded to include measurement of the impact of the process activities carried out.

The Performance Management category had a low rating, reiterating that it is a critical point at the institutional level, since no performance evaluation activities have been carried out on employees and, therefore, no individual improvement plans have been established.

Given that there is an Institutional Training Plan, formulated and executed according to the applicable regulatory provisions, in the Training category a rating was obtained that indicates a good level of compliance, although it negatively impacts that the Plan does not have guidelines from the Senior Management of the entity and that is not formulated within the strategic planning of Human Talent.

Regarding the Well-being category, there is evidence of the execution of activities oriented to the well-being of the personnel. However, there is an absence of a Work Well-being Plan, as well as a lack of definition of incentives (pecuniary and non-pecuniary) that motivate work performance. Obviously, the difficulty of establishing incentives is weighed by the fact that performance evaluation activities are not carried out as evidence of the development of employees.

In the Human Talent Administration category, there are contrasts in the level of compliance with the criteria stipulated in the MIPG Diagnostic Matrix, since there are subprocesses that are very well positioned, such as payroll administration and settlement, and others that present a low valuation, such as the development of flexible hours in the entity. In this category, the management and processing of the administrative situations of the personnel was also evaluated, which is developed under the pertinent legal and regulatory criteria, but with the observation that its registration can be improved to facilitate its statistical management.

Regarding the category Organizational climate and cultural change, compliance with the obligation to measure the work climate in the aspects determined in the model is evidenced and the results are used for the diagnosis of areas of intervention and the design of actions for its implementation. On the other hand, mechanisms have also been established for the prevention of workplace harassment, such as, for example, the formation and operation of the Labor Coexistence Committee. However, the mechanisms for staff participation in the strategic and operational evaluation of the university could be improved.

The Occupational Health and Safety category was the one that obtained the highest rating within the component, indicating a consolidated level of maturity in compliance with the standards provided by law on the Occupational Health and Safety Management System, as well as in the execution of prevention and health promotion activities. However, the evaluation of the category could be improved if the Occupational Health and Safety Plan were
consolidated within the Strategic Plan for Human Talent Management.

Regarding the Values category, the fact that the institution has established a Code of Ethics affects the good rating received, as well as the identification of institutional values within the design of its strategic direction and adoption of regulatory provisions regarding anti-corruption in national public entities. Although disclosure mechanisms could be improved for more effective outreach.

The Contractors category is the critical point within the Development component. The evaluation criteria of the Diagnostic Matrix stipulate that a percentage of more than 30% of contractors with respect to the entity's officials indicates a low level of compliance. Currently, there are 440 contractors for the provision of services at the Universidad del Atlántico, which, in relation to the 169 active officials, far exceeds the proportion previously indicated, thus being one of the critical points on which the administration of the entity must review. It should be noted that this is a situation that usually occurs in national public sector entities.

Currently, a negotiation process is underway between the university administration and the union organizations of the entity in order to discuss issues such as expansion of the personnel plant, regularization of the personnel reinstated by judicial sentences, definitive provision of positions through competition and improvement of working conditions. Due to the above, a rating is obtained that indicates an adequate level of compliance with the Collective Negotiation category, although the rating must be reassessed once the negotiations are completed, and the decisions made, and their implementation are analyzed.

Finally, the Public Management category presents an intermediate score given that, although there are accountability mechanisms on the part of managers, there are weaknesses in the recruitment processes for the provision of free appointment and removal positions, in opportunities for administrative career employees to perform said positions and in the application of formal instruments (management agreements) to measure the management of managers.

**Results of Personnel Retirement Component**

About the Retirement or Disengagement of Personnel component, Graph 8 specifies the qualifications for its categories, finding the greatest weaknesses in the categories Human Talent Administration and Knowledge Management; likewise, strength was also found in the Information Management category.

![Graph 8. Qualification by categories of Retirement component](source:Own elaboration)

The Information Management category obtained an excellent rating given that there are mechanisms to collect and dispose of information related to the retirement of employees.

In the Human Talent Management category, there is a low level of compliance given that there are no records of analysis of causes of reasons for retirement that serve as input for the future provision of positions. Although there is low staff
turnover in the entity given that the few recent terminations have been due to the recognition of the retirement pension of the employees.

Regarding the Assisted Termination category, although support activities have been carried out for employees terminated due to retirement, there is no evidence of support activities for employees who are terminated for reasons other than pension. In addition, the activities carried out are not framed within an assisted termination program.

Lastly, the qualification received in the Knowledge Management category indicates that the entity has begun the study of mechanisms that facilitate the transmission of knowledge left by public servants who are about to retire, although they have not yet been implemented.

**Conclusions**

Synthesizing the results found, it can be concluded that the critical starting point for determining improvement actions at the Universidad del Atlántico are the shortcomings between the articulation of strategic planning at the level of the entity's Senior Management and the planning of the management of human talent process advanced by the Department of the same name, whose scope is more of an administrative or operational type, the need to empower the administrative unit to recognize its importance and managerial support for a greater impact of its action being imperative.

It is important that, from the management level, the conception that what is essential is the execution of actions limited to regulatory compliance with the obligations and responsibilities of the administrative unit is overcome and to be aware of the influence that the department has when leading the process that seeks to reconcile organizational needs with the well-being and contribution of the competences of its workforce.

Although it is true that aspects related to human talent have been taken into consideration within the institutional strategic direction, it is appreciated that many provisions are documented on paper, but their follow-up is limited to verifying their compliance at a merely formal level. Therefore, it is important that efficiency and effectiveness indicators be identified and applied. In the same way, it is necessary to integrate the process approach that the institution has designed, within the framework of the implementation of its Integrated Management System, and the organizational structure that was adopted in 2007.

In conclusion, the Integrated Planning and Management Model MIPG for Colombian public sector entities is an excellent reference to be considered beyond its regulatory prescription. In the particular case of Universidad del Atlántico, its application can serve as a starting point for the implementation of actions aimed at complying with regulatory guidelines and strengthening the entity's human resources as a strategic advantage that contributes to compliance with the mission goals; and, on the other hand, the University staff would also benefit from the realization of a better way to develop their competences in an integral way that guarantees their quality of working life.

**Conflict of interests**

The authors declare that there is no conflict of interests in the development of the research carried out.
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