Analysis Of Diversity And Inclusion Of Public Careers: A Comparative Study In The Federal Executive

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Abstract:
Background*: This study aims to analyze the distribution of federal civil servants in the Executive Branch in relation to gender, age group, education, geographic distribution and salary range. The objective is to identify disparities and trends that contribute to the composition of the public sector, highlighting the need for policies that promote diversity and inclusion.*
Materials and Methods*: The data were obtained from the **Personnel Statistical Panel (PEP), an** official platform that provides information on public servants. Variables such as age, gender, education, functional category, geographic distribution, and salary range were analyzed. The literature review was constructed using key terms related to the distribution of civil servants, gender disparities, remuneration in the public service and geographic inequalities.*
Results*: The results indicate that the majority of public servants are over 60 years old, with significant gender disparities in the higher age groups and in the higher salary levels. In addition, most of the workforce has higher education, with a concentration of civil servants in the Midwest region, especially in the Federal District.*
Conclusion: *The results highlight the importance of implementing public policies that promote equity and diversity in the federal public service. There is a need for renewal policies to attract younger talent and ensure fair representation and pay equity between genders in different functional categories.*
Keywords*: Distribution of public servants; Gender disparities; Remuneration in the public service; Inclusion policies.*

I. Introduction

Diversity and inclusion are central themes in discussions about the modernization of public institutions, especially in relation to the construction of more equitable and representative work environments. In Brazil, the public sector has played a key role in the implementation of policies aimed at promoting equal opportunities, reflecting the diversity of the population in the civil servant workforce. However, there are still significant challenges to achieving an effective balance in terms of representation of gender, race, and other sociodemographic characteristics in the various public careers.

In the context of the Federal Executive Branch, public careers have a solid and well-defined structure, with clear rules on entry, development and remuneration. However, a detailed analysis of these careers reveals disparities that reflect issues of inclusion and diversity. These inequalities are visible both in the distribution of civil servants and in salary ranges, raising questions about the effectiveness of public policies to promote diversity.

For this reason, this article aims to carry out a comparative analysis of diversity and inclusion in the public careers of the Federal Executive, using data from the Personnel Statistical Panel (PEP) and the career remuneration tables as a basis. The study seeks to identify patterns of inclusion in different areas and levels of remuneration, highlighting advances and barriers that still persist in the construction of a more inclusive public service. The research contributes to the debate on the role of the public sector in promoting a more just and egalitarian society, while evaluating the effectiveness of the actions already implemented.

II. Materials And Methods

To carry out this research, data from the **Personnel Statistical Panel (PEP)** were used, a federal government platform that provides detailed information on the staff of public servants in the Executive Branch. The PEP offers updated data on the distribution of civil servants by age group, gender, education, remuneration, functional nature and geographic location, which were fundamental for the analysis proposed in this study.

Data collection was carried out directly on the PEP platform, filtering information on active employees of the Executive Branch. The main variables analyzed include: age group, education, functional nature, gender, geographic distribution and remuneration ranges. These data were essential to identify patterns and disparities between the servers and supported the analyses developed in the subsequent topics.

For the construction of the literature discussion, keywords related to the central themes of the analysis were used, such as: **distribution of public servants**, **gender and public service**, **remuneration in the public sector**, **gender inequality**, **geographic distribution of civil servants** and **equity policies in the public** service. These keywords guided the search for theoretical references that supported the comparisons and interpretations of the data obtained in the PEP, allowing the deepening of the discussion on the composition and challenges of the civil service in Brazil.

III. Literature Review

Diversity in organizations, especially in the public sector, is essential to promote equity and social representation. It includes different characteristics, such as gender, race, ethnicity, and other demographic aspects. According to Souza (2016), the inclusion of different groups in the public service not only reflects the diversity of Brazilian society, but is also an essential tool for the construction of more inclusive and efficient public policies. Diversity, by incorporating different perspectives, enriches the decision-making process and the provision of public services, increasing the capacity for innovation within institutions. In addition, the public service must reflect the composition of society to ensure that public policies are more inclusive and effective.

However, inclusion in public careers goes beyond diversity, as it involves the creation of a work environment where all civil servants, regardless of their sociodemographic characteristics, have access to the same opportunities for growth and development. Paes de Barros et al. (2009) point out that, although the public sector offers salary advantages compared to the private sector, these advantages are not equally distributed among different demographic groups. In many cases, women and racial minorities still encounter structural barriers that limit their rise to leadership positions in the public sector.

Foguel et al. (2000) point out that, although the public sector generally offers higher remuneration compared to the private sector, this advantage is not distributed homogeneously among different demographic groups. In Brazil, these inequalities are particularly visible, as structural barriers limit the access of women and racial minorities to leadership positions (Gill, 2014).

Gender and race inequality in the public sector is also manifested in the pay ranges. Bonfim (2019) highlights that women and blacks tend to be paid less than their white peers, even when they perform similar functions.

Bernardes, Moura e Acco (1998) complementam que a concentração de mulheres em atividades relacionadas à educação e saúde no setor público contribui para a perpetuação de disparidades salariais entre os

gêneros. Essas desigualdades são um indicativo claro da necessidade de políticas mais robustas de inclusão e de correção das disparidades existentes.

Abreu and Meirelles (2012) suggest that a more holistic approach to inclusion in public careers would be constant monitoring to ensure that women and minorities are not left behind in the processes of promotion and professional development. Inclusion must be a continuous and active process, with clear mechanisms for correcting inequalities throughout the career.

Affirmative policies, such as racial and gender quotas, have played an essential role in promoting inclusion in the public service. According to Lima (2010), affirmative action policies have contributed to the inclusion of historically excluded groups, but have not yet been able to completely eliminate the inequality of access to positions of power and influence in public institutions.

Bonfim (2019) observes that these policies aim to correct historical inequalities and ensure greater representation of minorities in public careers. Quotas in public tenders, for example, have provided advances, especially in areas such as health and education, where there is a significant underrepresentation of minorities.

However, according to Gill (2014), for these policies to be effective in the long term, they need to be accompanied by continuous professional development initiatives. True inclusion will only be achieved when servants from historically marginalized groups have the same opportunities for career advancement as their colleagues. In addition, training and support policies are essential to ensure that these civil servants can stand out and reach leadership positions. Teixeira (2015) also highlights the importance of continuing education initiatives for affirmative action policies to have a lasting impact, promoting the access of minorities to leadership positions.

The pay gap in the public sector remains a significant challenge to promoting diversity and inclusion. Bonfim (2019) points out that wage inequality between men and women, as well as between different racial groups, is a central issue. In many cases, women and black civil servants receive lower remuneration than their white male colleagues, even in equivalent functions. This phenomenon is especially notable in areas such as health and education.

Gill (2014) observes that the wage gap is also related to the occupation of management positions. Women and minorities are underrepresented in leadership positions, which reflects an unequal power structure in the public sector. The barriers to access to these positions demonstrate the need for reforms in remuneration and promotion policies, with the aim of creating a fairer and more equitable environment. According to Abramo (2004), a more integrated approach, which takes into account the specificities of race and gender, is fundamental to address inequalities in the Brazilian labor market.

IV.   Results

Based on the data provided, it was possible to carry out a detailed analysis of the distribution of federal civil servants in the Executive in relation to gender, age group, education and geographic distribution. The main results are presented below:

Distribution by Age Group and Sex

The data indicate that most public servants are concentrated in the age group over 60 years old, representing 53.23% of the total number of civil servants. In this range, 21.41% are women and 31.82% are men. In the 41 to 50 age group, civil servants represent 15.86% of the total, with 7.05% women and 8.81% men. The age group from 51 to 60 years old corresponds to 15.44% of the civil servants, of which 6.11% are women and 9.33% are men. The presence of younger civil servants, in the age group of 31 to 40 years, is 12.18%, with 5.58% of women and 6.61% of men. The age group up to 30 years old is the least representative, with 3.15% of the total number of civil servants, divided between 1.49% women and 1.66% men.

Distribution by Education

As for education, 33.22% of the civil servants have completed higher education, totaling 405,674 civil servants. Civil servants with Graduate Studies represent 28.44%, or 347,261 civil servants. 18.84% have completed high school, which is equivalent to 230,106 employees. Only 7.41% have Incomplete Elementary School and 6.58% have completed Elementary School. Civil servants without information on education represent 4.93% of the total, while 0.26% of the civil servants do not have any formal education.

Distribution by Functional Nature

The distribution by functional nature of the civil servants reveals that 48.35% belong to the Superior Nature (NS), with a total of 590,431 civil servants. The Intermediate Nature (NI) represents 44.02%, totaling 537,568 employees, while the Auxiliary Nature (NA) has 4.67% of the servers, equivalent to 57,057 people. Civil servants without information on their functional nature add up to 2.95%, or 36,025 civil servants.

Geographical Distribution of Servers

Most of the civil servants are concentrated in the Central-West region, representing 31.0% of the total, which is equivalent to 378,624 civil servants. The Southeast region concentrates 30.7% of the civil servants, with a total of 375,467 civil servants. In the Northeast region, there are 20.2% of the civil servants, totaling 246,902 people. The South and North regions have 10.0% and 8.1% of the civil servants, respectively, with 121,769 and 98,319 civil servants.

Distribution by Salary Range

The data reveal that most of the federal civil servants in the Executive are concentrated in the remuneration range between R$6 thousand and R$9 thousand, representing 20.19% of the total, with 10.95% being men and 9.24% being women. The second most representative group is that of civil servants who receive between R$3 thousand and R$6 thousand, corresponding to 16.08% of the total, with 7.77% of men and 8.32% of women. In the range of R$9 thousand to R$12 thousand, civil servants represent 13.27% of the total, with 6.74% of men and 6.53% of women.

In the remuneration range between R$12 thousand and R$15 thousand, 13.68% of the civil servants are included, 7.19% men and 6.49% women. Between R$15 thousand and R$18 thousand, there are 7.90% of the civil servants, with 4.46% of men and 3.45% of women. The range from R$18 thousand to R$21 thousand includes 7.69% of the civil servants, 4.63% of whom are men and 3.06% are women.

In the range of R$21 thousand to R$24 thousand, 6.81% of the civil servants are accounted for, 4.27% men and 2.54% women. The range of R$24 thousand to R$27 thousand concentrates 2.92% of the civil servants, with 1.84% of men and 1.08% of women. Between R$27 thousand and R$30 thousand, there are 1.52% of the civil servants, with 0.97% of men and 0.56% of women.

The range of R$30 thousand to R$33 thousand corresponds to 2.01% of the civil servants, with 1.25% men and 0.76% women. Between R$33 thousand and R$36 thousand, 1.86% of the civil servants are included, with 1.35% of men and 0.51% of women. In the salary range above R$36 thousand, there are 1.41% of the civil servants, 1.01% men and 0.40% women.

V. Discussion

In this topic, we seek to analyze federal civil servants in relation to age distribution, education, functional nature, geographic distribution and remuneration range.

The analysis of the distribution by age group shows a predominance of older civil servants, over 60 years old, which reflects a possible lack of renewal in the federal public service staff. This may be related to the stability offered by the public service and the lower turnover compared to the private sector. In addition, the lower presence of young civil servants, especially those under 30 years old, may be an indication of the difficulty in attracting new talent to the sector. This scenario is discussed by authors who analyze the importance of management policies that encourage the entry of new professionals into the public sector to ensure the continuity of quality public services and innovation in public administration.

The gender breakdown shows a relatively greater balance in younger age groups, but there is still a significant disparity in older age groups. The barriers to women's advancement in public careers, especially in positions of higher remuneration and responsibility, are widely discussed in the literature on public management, which points to the need for inclusion and gender equality policies to mitigate these differences.

The high proportion of civil servants with higher education and graduate studies shows the complexity of the functions performed in the federal public service, which requires highly qualified professionals. This is also in line with the public sector's demands for professionals with technical and specialized skills, especially in areas such as public management, health, and information technology, which have a direct impact on the efficiency and quality of services provided to the population.

However, the presence of civil servants with elementary education, although lower, is still significant. This points to the existence of positions that do not require high formal qualification, but that are essential for the functioning of the public machine. The valorization of these professionals is also discussed in the literature, highlighting the importance of providing opportunities for continuous training for these employees, in order to increase their efficiency and motivation.

The higher concentration of civil servants in the Higher Nature (NS) reinforces the trend of specialization in the public service, where technical and highly complex positions occupy a significant portion of the workforce. This reality is in line with the growing demand for more efficient public policies and the provision of services that require professionals with specific skills.

The Intermediate Nature (NI), although smaller, continues to represent a substantial part of the civil servants, acting in functions that make the connection between auxiliary positions and those of a higher nature. The literature emphasizes the importance of integrated management and the training of these intermediate civil

servants to improve processes and reduce excessive bureaucracy, a topic widely discussed in the context of the modernization of public administration.

The concentration of civil servants in the Midwest region, especially in the Federal District, is a reflection of the location of the main institutions of the federal government. This geographical pattern is common in most countries, where the capital is home to a large number of public servants. However, this concentration can result in an unequal distribution of public services, which is a recurring theme in studies of decentralization and regionalized management of human resources in the public sector.

The increase in the number of civil servants in regions such as the Northeast and North is in line with regional development policies and the reduction of inequalities, which seek to increase the presence of the State in historically less favored areas. Authors who deal with regionalized public management highlight the importance of distributing human resources in a more equitable way to ensure that all citizens, regardless of location, have access to quality public services.

The distribution by salary range shows that most federal employees are concentrated in intermediate salary ranges, especially between R$6 thousand and R$9 thousand. This data corroborates the literature that discusses remuneration in the public sector as a factor for attracting and retaining talent, especially in a context where the public service needs to compete with the private sector to recruit qualified professionals.

The highest pay ranges are mostly occupied by men, which may be a reflection of gender barriers in accessing more prestigious and remunerative positions in the public sector, as discussed in studies on gender equality in the workplace. The higher proportion of women in lower salary ranges reinforces the need for public policies focused on pay equity and the promotion of women to leadership positions in the public service.

VI.   Conclusion

The analysis of the data revealed an unequal distribution among the federal civil servants of the Executive in terms of gender, age group, education, functional nature, geographic distribution and remuneration. The concentration of civil servants in the age group over 60 years old and the low presence of young people reinforce the need for policies to renew and attract new talents to the public service. In addition, gender disparities in the highest age groups and the highest salary brackets highlight the persistence of barriers that hinder the advancement of women in leadership positions and with higher wages.

The predominance of civil servants with higher education and graduate studies reflects the complexity of the functions performed and the demand for specialization in the public sector, while the presence of positions that require less education reveals the diversity of functions necessary for the functioning of the public machine. The greater concentration of civil servants in the Midwest region, especially in the Federal District, and the growing presence in less favored regions such as the North and Northeast, reinforce the importance of decentralization and regional development policies.

Finally, the distribution by pay brackets shows the existence of significant pay disparities between men and women, especially in more prestigious positions, reinforcing the need for pay equity policies. The overall analysis shows that the federal public service faces important challenges in terms of staff renewal, gender equity, and geographic distribution of civil servants, which requires more efficient and inclusive public management to ensure balance and quality in the provision of services to the population.

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