

**Quebrar o Teto de Vidro na Administração Pública Brasileira: o caso do Fundo Nacional de Desenvolvimento da Educação**

*Breaking the Glass Ceiling in Brazilian Public Administration: the case of the Fundo Nacional de Desenvolvimento da Educação*

Nome da autora: Regina Gonçalves Andrade

Orientadora: Professora Doutora Rosária Ramos

*Dissertação para obtenção de grau de Mestre em Gestão e Políticas Públicas*

## **ABSTRACT**

This research project focused on Brazilian female senior civil servant's strategies to break Glass Ceiling (vertical) segregation. To achieve this purpose a Case Study was conducted in Fundo Nacional de Desenvolvimento da Educação. National legislation that was applicable and internal documents were analysed. Interviews were also conducted to seven female senior civil servants from that public organization.

Results allow us to realize how informal is the recruitment and selection process, for which political confidence is central, and the decrease of female presence in the higher management positions. The results also indicated that the career public servants of the organization occupied most of the lowest positions, but they are the least represented group in the highest positions, in which the percentage of occupants without dependents - children or elderly parents - is also significant, notably among female leaders. In order to climb the ladder, the female senior civil servants mentioned in the interviews that they learned all by themselves how to be a leader, along their professional career; those women emphasized that staying in the same area / institution for a long time allowed them to acquire technical experience. The scarce presence of women in the highest management positions, furthermore, among other factors, demands

from female civil servant certain attitudes and behaviours in order to remain in management positions. In the interviews female top civil servants mentioned that they felt pressure to perform better than their male peers, and also to surpass the requirements of the management position. These pressures were relevant for these women to succeed in their career, besides caused losses such as the need to give up their private life and family projects.

Finally, contributions to the study of vertical segregation due to gender are highlighted, and measures are suggested to remove obstacles that women feel in accessing senior civil servant positions and also for the organization to increase the level of diversity in management positions.

### **KEY-WORDS**

Glass Ceiling, Public Administration, Gender, Segregation, Top Management, Women