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University of Chile
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PROFESSIONAL APPOINTMENTS

INDUSTRIAL ENGINEERING DEPARTMENT, UNIVERSITY OF CHILE

Adjunct Instructor Professor 06/2018 - Present

DIPLOMA IN PUBLIC MANAGEMENT, UNIVERSITY OF CHILE

Deputy Academic Director 05/2018 - Present

CENTER FOR PUBLIC SYSTEMS, UNIVERSITY OF CHILE

Research Director 06/2017 - Present

Research Fellow 03/2013 - 06/2017

Project Engineer 03/2010 - 06/2013

NATIONAL CENTER FOR PUBLIC PERFORMANCE, RUTGERS UNIVERSITY

Senior Fellow 06/2017 - 06/2018

Assistant Director 02/2015 - 05/2017

SCHOOL OF PUBLIC AFFAIRS AND ADMINISTRATION, RUTGERS UNIVERSITY

Adjunct Lecturer in Research Methods and Applied Statistics 09/2016 - 05/2017

EDUCATION

RUTGERS UNIVERSITY

Ph.D. in Public Administration & Policy 2019

Dissertation Title: *The Effects of Politicization in Public Organizations*

Dissertation Committee: Norma Riccucci (main advisor), Gregg Van Ryzin, Frank J. Thompson & Christian Schuster (external committee member)

UNIVERSITY OF CHILE

M.A. in Public Policy and Management 2011

Industrial Engineer 2011

B.S. in Industrial Engineering 2009

RESEARCH INTERESTS

Public Administration and Policy, Civil Service, Public Sector Performance

REFEREED PUBLICATIONS

Fuenzalida, J.& Riccucci, N. (forthcoming). [The Effects of Politicization on Performance: The Mediating Role of HRM Practices](#). *Review of Public Personnel Administration*.

Fuenzalida, J., Inostroza, J. & Morales, M. (2014). [Alta Dirección Pública Municipal: un primer paso para resolver los nudos críticos de la descentralización chilena](#) [Municipal Senior Executive Service: An initial approach to solve key obstacles for decentralization in Chile]. *Reforma y Democracia*, 59(June 2014), 119-150.

Henríquez, M. & Fuenzalida, J. (2011). [Compensando la desigualdad de ingresos locales: El Fondo Común Municipal en Chile](#) [Compensating for inequality in local revenues: The Municipal Common Fund in Chile]. *Revista Iberoamericana de Estudios Municipales*, 4(Year 2), 73-104.

WORK UNDER REVIEW AND IN ACTIVE PROGRESS

Are managers susceptible to framing effects? An experimental study on professional judgment of performance metrics (with Gregg Van Ryzin and Asmus Olsen). R&R from *International Public Management Journal*

Getting closer to the managerial daily-life: Time use and practices of senior executives in the public sector (with Ximena Pizarro & Carlos Castro)

Performance management implementation revisited: Evidence from the life-cycle of a program in Chile (with Cristian Plissock, José Inostroza & Carlos Castro)

Pay-for-performance mechanisms in the public sector: The case of the Program for Management Improvement in Chile (with Noam Titelman, Pablo González, Cristian Plissock & Rodrigo Salas)

Which students should speak for us? A conjoint experiment on the discrimination underneath principals' decision-making

What drives performance information use by managers? A survey experiment on school principals' attitudes (with Cristóbal Alarcón, Andrés Fernández & Pablo González)

An experimental test of the effects of red tape on the burnout of school principals (with Andrés Fernández & Laura Gutiérrez)

Parental preschool preferences: What features from institutions do make a difference? Evidence from a conjoint experiment (with Andrés Fernández, Laura Gutiérrez & Pablo González)

Individual and organizational effects of telework in public agencies (with Tomás Soto)

Factors of involvement and centrality in Chilean municipal networks (with Pablo Paredes)

POLICY PAPERS AND TECHNICAL NOTES

Soto, T., Vera, C., Fuenzalida, J., Díaz, R. & Darville, P. (2018). [Teletrabajo en el Estado de Chile: Efectos y desafíos para su diseño e implementación](#) [Telework in the Chilean public sector: Effects and challenges for its design and implementation] (Serie de Sistemas Públicos N°16). Santiago: Center for Public Systems, Industrial Engineering Department, University of Chile.

Darville, P., Díaz, R., Fuenzalida, J., Soto, J. & Vera, C. (2018). [Evaluación del Sistema de Teletrabajo del Instituto Nacional de Propiedad Industrial](#) [Evaluation of the Telework System in the National Institute of Industrial Property]. Santiago: Dirección de Presupuestos, Ministerio de Hacienda.

Cortázar, J. C., Fuenzalida, J. & M. Lafuente (2016). [Merit-based Selection of Public Managers: Better Public Sector Performance? An Exploratory Study](#) (Technical Note N° IDB-TN-1054). Washington, DC: Inter-American Development Bank.

Inostroza, J. & Fuenzalida, J. (2015). [Promises and Risks: Challenges to the Decentralization Agenda in Chile](#). *Hemisphere*, 24(Summer 2015), 42-44.

Juretic, J. & Fuenzalida, J. (2015). [Diseño institucional de un nuevo Sistema de Protección Integral de la Infancia y Adolescencia en Chile: Principios y componentes esenciales](#) [Institutional design for a new Child Protection System: Principles and main components] (Serie Sistemas Públicos N° 11). Santiago: Center for Public Systems, Industrial Engineering Department, University of Chile.

Juretic, J., Dussailant, F., Saieg, G., Martin, M. P., Estrada, F., Fuenzalida, J. & Castro, C. (2015). [Definiciones conceptuales para un sistema integral de protección a la infancia](#) [Conceptual definitions for an integrated child protection system] (Los derechos de los niños, una orientación y un límite N° 4). Santiago: UNICEF.

Contreras, E., Barros, A., González, N. & Fuenzalida, J. (2011). [Gestión del Conocimiento y Transparencia: Desafíos para la inversión pública a nivel local](#) [Knowledge Management and Transparency: Challenges for public investment at the local level]. *Trend Management*, 4(13), 84-92.

BOOKS AND BOOK CHAPTERS

Fuenzalida, J. & González, J. (Eds.) [forthcoming]. [Desafíos Emergentes de la Modernización del Estado: Reflexiones y casos desde America Latina y Europa](#) [Emerging Public-Sector Reform Challenges: Cases and reflections from Latin America and Europe]. Santiago: JC Sáez Ediciones.

Fuenzalida, J., Castro, C. & Inostroza (forthcoming). Implementación de sistemas de gestión del desempeño: Entre el ritualismo administrativo y la adopción efectiva. El caso de ChileGestiona [Performance management implementation: Between administrative ritualism and effective adoption]. In [Desafíos Emergentes de la Modernización del Estado: Reflexiones y casos desde America Latina y Europa](#) Santiago: JC Sáez Ediciones.

Inostroza, J., Morales, M. & Fuenzalida, J. (2014). [Modernización del Sistema de Selección de Directivos en el Estado de Chile: Un proceso inconcluso](#) [Modernization of the System for Selecting Public Managers in Chile: An unfinished process]. In J. Walter & D. Pando (Comp.), *Planificación Estratégica: Nuevos*

desafíos y enfoques en el ámbito público [Strategic Planning: New challenges and approaches in the public sector] (pp. 251-278). Buenos Aires: Sociedad Argentina de Análisis Político.

Inostroza, J. & Fuenzalida, J. (2014). *Falsos dilemas de la descentralización? Pensamiento estratégico distribuido territorialmente. El caso de Chile* [False dilemmas of decentralization? Territorially- distributed strategic thinking. The case of Chile]. In J. Walter & D. Pando (Comp.), *Planificación Estratégica: Nuevos desafíos y enfoques en el ámbito público* (pp. 279-308). Buenos Aires: Sociedad Argentina de Análisis Político.

BOOK REVIEWS

Fuenzalida, J. & Pliscoff, C. (2015). [Review of the book *Public Administration: Traditions of Inquiry and Philosophies of Knowledge*, by Norma Riccucci]. *Estudios de Políticas Públicas*, 2(November 2015), 380-384.

CONSULTING EXPERIENCE

INTERNATIONAL ORGANIZATIONS Inter-American Development Bank (2019, 2015), UNICEF (2014)

CHILEAN GOVERNMENT Budget Office of the Ministry of Finance (2017), Ministry of Finance (2014), Foreign Affairs Ministry (2011-2012), Regional Government of Tarapacá (2012-2013), Regional Government of O'Higgins (2012-2013), Regional Government of Maule (2012-2013), Superintendence of Electricity and Fuels (2011-2012), General Directorate of International Economic Relations (2010-2011), Municipality of Huechuraba (2010-2011), Budget Office of the Ministry of Finance (2010), Planning Ministry (2009), Economy Ministry (2009)

HONORS AND AWARDS

Spring School in Advanced Research Methods Scholarship, Department of Politics and International Relations, University of Oxford (2017)

Dissertation Fellowship, School of Public Affairs and Administration, Rutgers University (2017)

Conference Travel Award, School of Public Affairs and Administration, Rutgers University (2014, 2016)

Becas Chile Scholarship, National Commission for Scientific and Technological Research (2013-2017)

Fulbright Fellowship, U.S. Department of State Bureau of Educational and Cultural Affairs (2013-2017)

Best Teaching Assistant Award, Masters Program in Management and Public Policy, University of Chile (2011)

Thesis selected to be published in *Colección Estudios de Caso*, Master in Management and Public Policy Program, University of Chile (2011).

Industrial Engineer graduated with *highest honors*, University of Chile (2011)

Master thesis funded by the *Anillo* Project in Social Sciences *Implementation of public policies at the regional and local level*, National Commission for Scientific and Technological Research (2010).

Juan Gómez Millas Scholarship, University of Chile (2002)

CONFERENCE PRESENTATIONS

XXI International Congress of the Latin American Center for Development Administration [CLAD] (2016), 7th Congress of the Chilean Public Policies Society (2016), 8th Annual Public Performance Measurement & Reporting Conference (2015), Annual Conference of the American Society of Public Administration [ASPA] (2015), 7th Annual Public Performance Measurement & Reporting Conference (2014), 3rd International Congress of Science, Technology and Culture (2013), 3rd Congress of the Centre d'Etudes et de Recherche Amérique Latine Europe [CERALE] (2012), 3rd Congress of the Chilean Public Policies Society (2012).

OTHER INVITED TALKS

National Directorate of the Civil Service (2018), Faculty of Physical and Mathematical Sciences, University of Chile (2018); Department of Public Administration, O'Higgins University (2018), North American-Chilean Chamber of Commerce (2018), Complex Engineering Systems Institute [ISCI], University of Chile (2017); Department of Political Science, Alberto Hurtado University (2017); Department of Sociology and Political Science, Temuco Catholic University (2017), Industrial Engineering Department, University of La Frontera (2017), Florida International University (2014)

RESEARCH EXPERIENCE

Principal Investigator of the project *Evaluation of the Institute for Occupational Health and Safety's Management Model for Health Services* (2019), funded by the Superintendence of Social Security (US\$100.000).

Research Associate of the project *Study for the Increase of Municipal Incomes* (2018-2019), funded by the Chilean Association of Municipalities (ACHM) (US\$175.000).

Research Associate of the project *Latin American Laboratory of Probity and Transparency Policies: A South-South Cooperation Project* (2018-2020), funded by the Inter-American Development Bank (IDB) US\$770.000).

Research Associate of the *FONDEF* project *Early warning prototype for failures of protection systems and programs* (2018-2020), funded by the National Commission for Scientific and Technological Research (CONICYT) (US\$200.000).

Coordinator of the *Public Service Research Panel (PSRPanel)* (2014-2016), funded by Rutgers University.

Research Assistant and Coordinator of the *FONDEF* project *Knowledge management system for innovations and the transfer of best practices among local governments* (2012-2013), funded by the National Commission for Scientific and Technological Research (CONICYT) (US\$200.000).

Research Assistant and Coordinator of the *Anillo* project *Implementation of public policies at the regional and local level* (2011-2012), funded by the National Commission for Scientific and Technological Research (CONICYT) (US\$200.000).

TEACHING EXPERIENCE

INSTITUTE OF PUBLIC AFFAIRS, UNIVERSITY OF CHILE *Applied Research Design*, Masters in Government & Public Management (Fall 2019)

INDUSTRIAL ENGINEERING DEPARTMENT, UNIVERSITY OF CHILE *Special Topics in Public Management and Strategic Management*, Masters in Public Policy & Management (Fall 2017, Spring 2017, Fall 2018, Spring 2018, Fall 2019)
Introduction to Public Systems, undergrad course for the Bachelors Program in Industrial Engineering (Spring 2011, Spring 2012, Spring 2017, Spring 2018)
Introduction to Public Management, Diploma in Public Management (Spring 2017 [in English], Fall 2018, Spring 2018 [for the Comptroller General Office], Spring 2018 [in English])
Introduction to Public Management, Diploma in Management, Engineering and Science for Disaster Resilience (Spring 2018)
Introduction to Public Policy, Diploma in Public Management in El Salvador (Spring 2017)

SCHOOL OF PUBLIC AFFAIRS AND ADMINISTRATION, RUTGERS UNIVERSITY *Applied Research Design*, Master in Public Administration Program (Fall 2016)
Applied Statistics, Master in Public Administration Program (Fall 2015)
Strategic Performance Management Certificate [online] (Summer 2016)
Quantitative Methods I, TA for Professor Gregg Van Ryzin, PhD in Public Administration Program (Spring 2016)

SHORT COURSES FOR PUBLIC AGENCIES *Competency models for Senior Executive Service (SES) managers*, National Directorate of the Civil Service (December 2018)
Public-sector performance indicators, Municipality of Providencia (August 2018, November 2018)
Performance contracts for Senior Executive Service (SES) managers, National Directorate of the Civil Service (November 2017)
Strategic Management, Municipality of Huechuraba (August 2011)

THESIS SUPERVISION

MASTERS LEVEL	Constanza Faune (2019), Cristóbal Alarcón (2019), Tomás Soto (2019), Sebastián Valdebenito (2019), Nikol Riveros (2019), María Belén Aguilera (2018), Roberto Rodríguez (2013) [*Committee member for other 11 thesis]
UNDERGRADUATE	Ignacio Ramírez (2019), Tomás Soto (2018), Felipe Blaset (2018), Diego Freire (2018) [*Committee member for other 3 thesis]

SERVICE

Board Member of the *Chilean Public Policies Society* (2018-2020)

Reviewer for *Public Management Review*, *Public Administration Review*, *Review of Public Personnel Administration*, *Ciencia Ergo Sum*, and for *Estudios de Políticas Públicas*

Chair of the Panel *Impact Assessment of Senior Executive Services: The cases of Chile and Peru*, XXI CLAD Conference (2016)

Author of several op-eds for *El Mercurio*, *La Segunda*, *La Tercera*, *América Economía* and *CIPER Chile*

Editor of *Serie Sistemas Públicos*, Industrial Engineering Department, University of Chile (2011-2013, 2017-Present)

METHODS TRAINING

SPRING SCHOOL IN ADVANCED RESEARCH METHODS, UNIVERSITY OF OXFORD	Causal Inference Forecasting Process Tracing
SCHOOL OF PUBLIC AFFAIRS AND ADMINISTRATION, RUTGERS UNIVERSITY	Quantitative Methods I and II Qualitative Methods I and II
OTHER DEPARTMENTS, RUTGERS UNIVERSITY	Probability and Statistics (Department of Statistics) Sampling (Department of Statistics) Design of Experiments (Department of Statistics) Social Network Analysis (Department of Sociology)
ICPSR SUMMER PROGRAM, UNIVERSITY OF MICHIGAN	Regression III: Advanced Methods Social Network Analysis

LANGUAGES AND PROGRAMS

LANGUAGE	English (fluent), Portuguese (intermediate) and Spanish (native)
SOFTWARE SKILLS	Stata, R, Qualtrics, L ^A T _E X, Pajek, UCINET, NVivo