

TOMÁS SOTO JARA

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EDUCATION

PHD IN PUBLIC ADMINISTRATION	Fall 2024 - Present
Rutgers University – Newark (Comprehensive Examination: High Pass, highest distinction)	
MASTER'S DEGREE IN PUBLIC POLICIES AND MANAGEMENT	2018 - 2019
University of Chile (Graduated with highest distinction)	
INDUSTRIAL ENGINEERING (6-year program)	2012 - 2018
University of Chile — Graduated with Highest Distinction in both degrees	
<ul style="list-style-type: none">• PROFESSIONAL DEGREE in Industrial Engineering awarded in 2018• BACHELOR OF SCIENCE in Industrial Engineering awarded in 2017	

HONORS, FELLOWSHIPS, AND AWARDS

ASPA FOUNDERS' FELLOW (Class of 2026)	2026
American Society for Public Administration (ASPA), USA. Highly selective national fellowship recognizing outstanding early-career scholars and practitioners with strong leadership potential in public service and public administration.	
NATIONAL AGENCY FOR RESEARCH AND DEVELOPMENT (ANID) DOCTORAL SCHOLARSHIP	2024 - Present
Government of Chile. Full doctoral scholarship covering tuition and fees, monthly living stipend, relocation, travel, book/materials allowance, and visa/immigration expenses.	
FULBRIGHT DOCTORAL SCHOLARSHIP	2020 - Present
Commission for Educational Exchange between Chile and the United States of America.	
JAYNE C. HARDER MEMORIAL SCHOLARSHIP – UNIVERSITY OF FLORIDA	2024
Awarded for academic excellence, outstanding progress, and participation at the English Language Institute.	
MOISES MELLADO FOUNDATION SCHOLARSHIP – UNIVERSITY OF CHILE	2013 - 2016
From the Faculty of Physical and Mathematical Sciences of the University of Chile. Awarded for academic excellence.	

RESEARCH INTERESTS

My work lies at the intersection of behavioral public administration, public management, and comparative politics. I study how the organization of work and working conditions in the public sector shape government performance and citizens' trust, with a focus on Latin America and the United States. Using mixed methods, I examine civil service systems, political leadership, and bureaucratic behavior in both national and local governments.

ACADEMIC POSITIONS AND RESEARCH EXPERIENCE

CENTER FOR PUBLIC SYSTEMS – UNIVERSITY OF CHILE, Faculty of Engineering	2017 – 2024
Research Associate	
<ul style="list-style-type: none">- Contributed to 15+ research and consulting projects on public management, state modernization, civil service reform, telework, and municipal governance.- Designed and implemented quantitative studies using longitudinal surveys, panel data, and experimental designs (R, Stata, SPSS, Qualtrics, Excel).- Conducted qualitative research through structured and semi-structured interviews, cognitive interviews, and focus groups; analyzed data using NVivo and Atlas.ti.- Collaborated with 30+ central government agencies and 200+ municipalities in the design, implementation, and evaluation of public policies and management reforms.- Co-authored and supported successful grant proposals in highly competitive calls from the National Agency for Research and Development (ANID), including FONDEF grants (~USD 200,000 each), and projects funded by the Inter-American Development Bank and the International Labour Organization.- Co-designed and implemented one of the first large-scale telework pilots in the Chilean public sector, including a COVID-19 telework project ranked 1st nationwide in ANID's 2020 Rapid Response Competition (1,056 proposals).	
STATE REFORM RESEARCH GROUP – UNIVERSITY OF CHILE, Faculty of Government	2020 – 2022
Research Assistant	
<ul style="list-style-type: none">- Supported research on state reform and public policy through literature reviews, data analysis, report drafting, and basic coordination of projects on public innovation, civil service, diversity, and ethics.	

STATE REFORM RESEARCH GROUP – UNIVERSITY OF CHILE, Faculty of Government	2020 – 2022
Research Assistant	
<ul style="list-style-type: none">- Supported research on state reform and public policy through literature reviews, data analysis, report drafting, and basic coordination of projects on public innovation, civil service, diversity, and ethics.	

WORKING PAPERS AND WORK IN PROGRESS

CIVIL SERVICE, WORK ORGANIZATION, AND CITIZEN EVALUATIONS OF GOVERNMENT

- Telework and Citizen Evaluations of Public Services: Evidence from Three Vignette Experiments. (Working paper)
- The Evolution of Telework's Effects on Public Employees: Longitudinal Evidence and Implementation Lessons from a Chilean Agency (with Javier Fuenzalida). (Working paper; panel survey data, 2017–2025)
- Making the Process Visible: Status Updates, Procedural Transparency, and the Legitimacy of Public Services (with Ricardo Bello-Gómez). (Work in progress; vignette experiment)
- Performance Management Reforms Under Pressure: Gaming, Incentives, and the Politics of Performance Systems in the Public (with Javier Fuenzalida). (Working paper; qualitative longitudinal study)

LOCAL GOVERNMENTS, POLITICAL LEADERSHIP, AND BUREAUCRATIC BEHAVIOR

- Do Women Mayors Change Bureaucracies? Political Leadership and the Gender Composition of Municipal Staff (with Ricardo Bello-Gómez & Norma Riccucci). (Working paper; municipal panel data, 2008–2019)
- Strategic Planning Use Among Public Decision Makers: Evidence from a Survey Experiment on Political Continuity and Institutionalization (Working paper; mixed methods – vignette experiment and interviews)
- Electoral Cycles and Municipal Fines: Political Manipulation of Revenue Tools in Chile (with Pengju Zhang). (Working paper; municipal panel data, 2008–2019)

PUBLICATIONS AND REPORTS

SCHOLARLY PUBLICATIONS

- Fuenzalida, J., **Soto, T.**, Vera, C., Díaz, R., & Darville, P. (2024). Efectos del teletrabajo sobre funcionarios del Estado: Evidencia e implicancias a partir de una experiencia piloto en Chile. In J. M. Benavente, G. Larraín, & D. Pardow (Eds.), *Pensando Chile fuera de la caja* (pp. 487–515). Editorial Universitaria.
- **Soto, T.** (2022). Effects of teleworking and remote work during the COVID-19 pandemic in the State of Chile: SUSESOS case. In *Social and Public Innovation: Experiences and Approaches to Contemporary Complexity*. DOI: <https://doi.org/10.34720/vhnv-jj73>
- **Soto, T.** (2021). Waissbluth, M., Pizarro, X., y Medrano, A. (Eds.) (2021). Introducción a la gestión pública: un Estado al servicio de la ciudadanía. *Revista Estudios de Políticas Públicas*, 7(2), 64-66. Santiago: Penguin Radon House. DOI: <https://doi.org/10.5354/0719-6296.2021.65520>

BOOKS AND BOOK-LENGTH MANUALS

- **Soto, T.**, Andrade, M., Pavez, A., Inostroza, J., Depolo, S., Fuenzalida, J. y Barahona, A. (2021). *Manual de Teletrabajo para Organizaciones Públicas en Chile*. Santiago: Centro de Sistemas Públicos. Book-length policy manual. [ISBN 978-956-404-332-6](#)

POLICY REPORTS AND TECHNICAL PUBLICATIONS

- Pizarro, X, Pavez, M.A., Inostroza, J., **Soto, T.**, Fuenzalida, J. (2022). Crisis Sanitaria y Servicios Públicos de Seguridad Laboral: Recomendaciones para políticas y prácticas de gestión. *International Labour Organization*.
- **Soto, T.** (2021). Efectos del teletrabajo y del trabajo remoto excepcional durante la pandemia de COVID-19 en el Estado de Chile. Caso SUSESOS. *Serie de Sistemas Públicos*, 20. [ISSN 2452-4514](#)
- Egaña, R, Fuenzalida, J., **Soto, T.**, Doña, K., Vergara, P., y Meneses, A. (2021). Empleo público en Chile: Desafíos pendientes y recomendaciones para el nuevo marco institucional. *Informe de Política Pública*, 2.
- **Soto, T.**, Martínez, P., Zavala, G y Gutiérrez, F. (2021). Tensiones del teletrabajo post pandemia: Desafíos y propuestas para un nuevo marco de derechos. *Serie Condiciones del empleo en Chile en contexto de crisis sanitaria*. Vicerrectoría de Investigación y Desarrollo de la Universidad de Chile, Santiago.
- **Soto, T.**, Vera, C., Fuenzalida, J., Díaz, R. y Darville, P. (2018). Teletrabajo en el Estado de Chile: Efectos y desafíos para su diseño e implementación. *Serie de Sistemas Públicos*, 16. [ISSN 2452-4514](#)
- Darville, P., Díaz, R., Fuenzalida, J., **Soto, T.** y Vera, C. (2018). Evaluación Sistema de Teletrabajo del Instituto Nacional de Propiedad Industrial. *Dirección de Presupuestos*, Santiago. [ISBN: 978-956-9931-16-1](#)
- **Soto, T.** (2019). Evaluación y análisis cualitativo y cuantitativo del sistema de teletrabajo implementado en el Instituto Nacional de Propiedad Industrial (INAPI).

CONFERENCE AND CONGRESS PRESENTATIONS

[June 2026] Public Management Research Conference (PMRC), presenting "*Telework and Citizen Evaluations of Public Services: Evidence from Three Vignette Experiments*," Washington D.C., 2026.

[April 2026] 83rd Annual Midwest Political Science Association (MPSA) Conference, presenting "*Discretion and Institutional Pathways to Women's Bureaucratic Representation in Local Government*," Chicago, 2026.

[March 2026] American Society for Public Administration (ASPA) Annual Conference. Selected Founders' Fellow presentation: "*The Experimental Design of Telework and Citizen Evaluations of Public Services*," West Hollywood, CA.

2025 American Society for Public Administration (ASPA) Annual Conference, presenting "*Political Alignment and the Use of Strategic Planning in Public Organizations*," Washington D.C., 2025.

15th Northeast Conference on Public Administration (NECoPA), presenting "*Political Alignment and the Use of Strategic Planning in Public Organizations*," New York, 2024.

1st Postgrad. Congress in Engineering and Sciences, presenting "*Effects of telework in the public sector*," Stgo., 2022.

Future Challenges Commission of the Senate of the Republic of Chile, presentation on public policies on employment conditions, 2021.

78th Annual Midwest Political Science Association (MPSA) Conference presenting "*Effects of telework in the public sector: Evidence from a longitudinal study of public service professionals*," 2021.

STR Regional Professional Development Workshop International, presenting "*Individual effects of telework in public agencies*" (with J. Fuenzalida), organized by Strategic Management of the Academy of Management, 2021.

12th Annual Meeting of the Chilean Society of Public Policies, presenting "*Effects of teleworking in the public sector: Evidence from a longitudinal study of mixed methods of public service professionals*," organized by the Interdisciplinary Center for Public Policies CiPP and the Alberto Hurtado University, 2021.

2nd Southern Congress: Inequalities, Territory and State Reform, presenting "*Use of strategic planning and political context: Findings from study on municipal administrators*," organized by the Austral University of Chile, 2020.

1st Southern Congress: Management, Public Policies and Decentralization for Territorial Development presenting "*Effects of transfers of funds from the central level to the local level as an incentive to improve municipal management*," organized by the Austral University of Chile, 2019.

RESEARCH GRANTS AND CONSULTING PROJECTS

University of Oxford

- *Performance Management Reforms: What Can We Learn?* (Consultant), 2024.

National Agency for Research and Development (ANID, Chile)

- *Prototype for Transparent Digital Information and Responsible Credit Based on Behavioral Evidence* (Research Assistant), FONDEF IDEA, 2022–2024.
- *When Teleworking in the State Became Inevitable: Analysis and Development of this Work Modality in the Public Sector* (Researcher and Coordinator), Rapid Allocation of Resources for Coronavirus Research Projects, 2020–2021.

Inter-American Development Bank (IDB)

- *Teleworking in a Pandemic in the Public Sector in Chile* (Researcher and Coordinator), 2020–2021.
- *Pilot Survey Exercises on the Future of Work in the State of Chile* (Researcher and Coordinator), 2019.
- *Out of the Box: Individual and Organizational Effects of Teleworking in Public Agencies* (Researcher), 2019.

International Labour Organization (ILO)

- *Health Crisis and Public Occupational Safety Services: Recommendations to Guide Management Policies* (Researcher and Coordinator), 2021.

National Civil Service Directorate (Chile)

- *Case Study on Factors Affecting Compliance with Standards of Integrity and Transparency in Public Services* (Project Manager), 2021.

Superintendence of Social Security (SUESO, Chile)

- *Telecommuting in the COVID-19 Pandemic: Health, Safety, and Working Conditions of Public Servants* (Researcher and Coordinator), 2021–2022.
- *Implementation of Teleworking in SUESO Before and After the Pandemic* (Researcher and Coordinator), 2020–2021.

Chilean Association of Municipalities

- *Studies on the Improvement of Municipal Revenue Collection* (Researcher and Coordinator), 2018–2019.

TEACHING EXPERIENCE

RUTGERS UNIVERSITY – Newark, School of Public Affairs and Administration

Teaching Assistant, Master of Public Administration (MPA)

- Economics for Public Administration (2025) [[syllabus Fall 2025](#)]
- Data Analysis for Decision-Making (2025) [[syllabus 2025](#)]

UNIVERSITY OF CHILE – Department of Industrial Engineering

Instructor

- IN3862 Public Policy, Innovation, and Engineering (undergraduate), Spring 2021 [[syllabus](#)].

Teaching Assistant, Master in Management and Public Policy (MGPP)

- Thesis I & II, 2020–2024 [[syllabus I](#)] [[syllabus II](#)]
- UNESCO Chair “The Public University of the 21st Century,” 2019–2022 [[Website](#)] [[syllabus](#)]

Undergraduate engineering courses

- Project Evaluation, 2017–2021 [[syllabus Fall 2021](#)]
- Education Seminar, 2017–2020 [[syllabus 2020](#)]
- Introduction to Public Systems, 2017–2018
- Linear Algebra; Organizational Behavior; Statistics for Economics and Management; Operations Management; Modeling and Optimization; Project Implementation Workshop in the Public Sector, 2014–2018.

THESIS SUPERVISION

Member of thesis committees for the following master's dissertations:

- Sofia Estay – “Redesign of the Real Estate Management Process at <i>Hogar de Cristo</i> in CHILE.”	2025
- Gracieuse Dolis – “Analysis of Gender Gaps in Engineering Programs. A Case Study of HAITI.”	2023
- Consuelo Salas – “Territory, Social Needs, and Human Resources in Municipal Social Assistance in CHILE.”	2023
- Christian Valverde – “A Strategy on Fiscal Transparency Based on International Standards in COSTA RICA.”	2021
- Ximena Izquierdo – “Challenges in the Implementation of Performance-Based Budgeting in ECUADOR.”	2021
- José Velásquez – “Analysis of Open Justice Principles for their application in the Justice System in PERÚ.”	2021
- Ignacio Sepúlveda – “Analysis of Attitudes Supporting Democracy as a System in CHILE and URUGUAY.”	2021

PROFESSIONAL DEVELOPMENT AND METHODS TRAINING

Intensive English Course – UNIVERSITY OF FLORIDA

2024

Courses at the English Language Institute as a Fulbright scholar before starting the doctoral program in the U.S.

Causal Inference Course – UNIVERSITY OF OXFORD

2023

Oxford Spring School in Advanced Research Methods by the Department of Politics and International Relations.

Automation of Reports with R Course – ADOLFO IBÁÑEZ UNIVERSITY

2021

Pandemic and the Strategic Exit Course – UNIVERSITY OF CHILE

2021

Impact of COVID-19 on public institutions and the long-term digital strategies needed to overcome it.

PROFESSIONAL SERVICE AND OTHER ACTIVITIES

Vice-President of the PhD Club, SPAAP, Rutgers University – Coordinate academic initiatives for PhD students, promote peer support, and foster collaboration within the doctoral community.

2025

Member of the Anti-Corruption Student Group (ACG), SPAAP, Rutgers University – Part of a forum for PhD students focused on transparency, and accountability.

2024-Present

Councilor of the Student Federation of the University of Chile (FECH) – *Elected position.* Represented my faculty's students in the main political coordination body of the University of Chile, influencing the national public agenda.

2018

Project Coordinator of the Student Federation of the University of Chile (FECH) – *Elected position.* Coordinated gender projects, sustainability initiatives, and student outreach with various university groups.

2017

Vice-president of the Student Center of Industrial Engineering of the University of Chile (CEIN) – *Elected position.* Represented nearly 1,500 students. Designed and implemented projects to enhance student representation, and outreach, while rethinking the training and profile of industrial engineers.

2016

LANGUAGES

Spanish (native) | English (professional proficiency)