

## ***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
- 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**
- 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**
- 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

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### 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

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### 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: SUSESO case. In *Social and Public Innovation: Experiences and Approaches to Contemporary Complexity*. DOI: <https://doi.org/10.34720/vhny-ij73>
- **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](https://doi.org/10.5354/0719-6296.2021.65520)

### 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 SUSESO. *Serie de Sistemas Públicos*, 20. [ISSN 2452-4514](https://doi.org/10.5354/0719-6296.2021.65520)
- 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](https://doi.org/10.5354/0719-6296.2021.65520)
- 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](https://doi.org/10.5354/0719-6296.2021.65520)
- **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

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**[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] 83<sup>rd</sup> 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.

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

**1<sup>st</sup> 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.

**78<sup>th</sup> 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.

**12<sup>th</sup> 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.

**2<sup>nd</sup> 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.

**1<sup>st</sup> 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

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### 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 (SUSESO, Chile)

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

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### 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

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

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| - 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

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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

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**Vice-President of the PhD Club, SPAA, 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), SPAA, 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

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Spanish (native) | English (professional proficiency)