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

RESEARCH INTERESTS

Public Management, Behavioral Public Administration, Human Resource Management, Public Personnel Systems, Work Organization, Local and Subnational Governments, Government Performance, Citizen Evaluations of Public Services, Strategic Planning, Research Design and Methodology.

TEACHING INTERESTS

Public Administration, Public Management, Comparative Public Administration, Public Policy, Human Resource Management, Organizational Behavior, State and Local Government, Data Analysis, Research Design and Methods, Program Evaluation.

PUBLICATIONS AND REPORTS

SCHOLARLY PUBLICATIONS

1. Fuenzalida, J., **Soto-Jara, 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 [Effects of telework on public employees: Evidence and implications from a pilot experience in Chile]. In J. M. Benavente, G. Larraín, & D. Pardow (Eds.), Pensando Chile fuera de la caja [Thinking about Chile outside the box] (pp. 487–515). Editorial Universitaria.
2. **Soto-Jara, 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/vhnv-jj73
3. **Soto-Jara, T.** (2021). Waissbluth, M., Pizarro, X., & Medrano, A. (Eds.) (2021). Introducción a la gestión pública: un Estado al servicio de la ciudadanía [Introduction to public management: A State at the service of citizens]. Revista Estudios de Políticas Públicas, 7(2), 64–66. Santiago: Penguin Random House. DOI: https://doi.org/10.5354/0719-6296.2021.65520

BOOKS AND BOOK-LENGTH MANUALS

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

POLICY REPORTS AND TECHNICAL PUBLICATIONS

1. Pizarro, X., Pavez, M. A., Inostroza, J., **Soto-Jara, T.**, & Fuenzalida, J. (2022). Crisis Sanitaria y Servicios Públicos de Seguridad Laboral: Recomendaciones para políticas y prácticas de gestión [Health Crisis and Public Occupational Safety Services: Recommendations for Management Policies and Practices]. International Labour Organization.

2. **Soto-Jara, T.** (2021). Efectos del teletrabajo y del trabajo remoto excepcional durante la pandemia de COVID-19 en el Estado de Chile. Caso SUSESO [Effects of telework and exceptional remote work during the COVID-19 pandemic in the State of Chile: The SUSESO case]. Serie de Sistemas Públicos, 20. ISSN 2452-4514.

3. Egaña, R., Fuenzalida, J., **Soto-Jara, T.**, Doña, K., Vergara, P., & Meneses, A. (2021). Empleo público en Chile: Desafíos pendientes y recomendaciones para el nuevo marco institucional [Public Employment in Chile: Pending Challenges and Recommendations for the New Institutional Framework]. Informe de Política Pública, 2.

4. **Soto-Jara, T.**, Martínez, P., Zavala, G., & Gutiérrez, F. (2021). Tensiones del teletrabajo post pandemia: Desafíos y propuestas para un nuevo marco de derechos [Tensions of Post-Pandemic Telework: Challenges and Proposals for a New Rights Framework]. Serie Condiciones del empleo en Chile en contexto de crisis sanitaria. Vicerrectoría de Investigación y Desarrollo de la Universidad de Chile, Santiago.

5. **Soto-Jara, 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 State: Effects and Challenges for its Design and Implementation]. Serie de Sistemas Públicos, 16. ISSN 2452-4514.

6. Darville, P., Díaz, R., Fuenzalida, J., **Soto-Jara, T.**, & Vera, C. (2018). Evaluación Sistema de Teletrabajo del Instituto Nacional de Propiedad Industrial [Evaluation of the Telework System of the National Institute of Industrial Property]. Dirección de Presupuestos, Santiago. ISBN 978-956-9931-16-1.

7. **Soto-Jara, T.** (2019). Evaluación y análisis cualitativo y cuantitativo del sistema de teletrabajo implementado en el Instituto Nacional de Propiedad Industrial (INAPI) [Evaluation and Qualitative and Quantitative Analysis of the Telework System Implemented at the National Institute of Industrial Property (INAPI)].

WORK IN PROGRESS

CIVIL SERVICE, WORK ORGANIZATION, AND CITIZEN EVALUATIONS OF GOVERNMENT

1. **Soto-Jara, T.** "Telework and Citizen Evaluations of Public Services: Evidence from Three Vignette Experiments." (Manuscript in preparation)

2. **Soto-Jara, T.** & Bello-Gómez, R.A. "Making the Process Visible: Status Updates, Procedural Transparency, and the Legitimacy of Public Services."

3. Chudnovsky, M., Pliscoff, C. & **Soto-Jara, T.** "Unpacking the Black Box of Meritocratic Recruitment in Public Administration: A gender perspective." (Manuscript in preparation)

4. Fuenzalida, J. & **Soto-Jara, T.** "Performance Management Reforms Under Pressure: Gaming, Incentives, and the Politics of Performance Systems in the Public Sector." (Data analysis)

5. Fuenzalida, J., **Soto-Jara, T.**, & Pizarro, X. "The Evolution of Telework's Effects on Public Employees: Longitudinal Evidence and Implementation Lessons from a Chilean Agency." (Data analysis)

LOCAL GOVERNMENTS, POLITICAL LEADERSHIP, AND BUREAUCRATIC BEHAVIOR

6. **Soto-Jara, T.**, Bello-Gómez, R.A., and Riccucci, N.M. "Do Women Mayors Change Bureaucracies? Political Leadership and the Gender Composition of Municipal Staff." (Manuscript in preparation)

7. **Soto-Jara, T.** "Strategic Planning Use Among Public Decision Makers: Evidence from a Survey Experiment on Political Continuity and Institutionalization." (Manuscript in preparation)

8. **Soto-Jara, T.** and Zhang, P. "Electoral Cycles and Municipal Fines: Political Manipulation of Revenue Tools in Chile." (Manuscript in preparation)

RESEARCH GRANTS AND FUNDING

Researcher, National Agency for Research and Development, Chile. "Prototype for Transparent Digital Information and Responsible Credit Based on Behavioral Evidence." FONDEF IDEA, 2022–2024. Total award: CLP 199,820,000, approximately US$210,337.

Co-Principal Investigator, National Agency for Research and Development, Chile. "When Teleworking in the State Became Inevitable: Analysis and Development of this Work Modality in the Public Sector." Rapid Allocation of Resources for Coronavirus Research Projects, 2020–2021. Total award: CLP 19,400,000, approximately US$20,421.

Co-Principal Investigator, Inter-American Development Bank. "Teleworking in a Pandemic in the Public Sector in Chile." 2020–2021. Total award: CLP 16,356,472, approximately US$17,217.

Principal Investigator, Inter-American Development Bank. "Out of the Box: Individual and Organizational Effects of Teleworking in Public Agencies." 2019. Total award: US$5,000.

CONFERENCE PRESENTATIONS

Soto-Jara, T. Telework and Citizen Evaluations of Public Services: Evidence from Three Vignette Experiments. *Public Management Research Conference (PMRC)*, Washington, DC, June 2026.

Soto-Jara, T. & Bello-Gómez, R.A. The Minimum Viable Update: How much process communication is enough to preserve citizen trust? *Public Management Research Conference (PMRC)*, Washington, DC, June 2026.

Soto-Jara, T. Strategic Planning Use Among Public Decision Makers: Evidence from a Survey Experiment on Political Continuity and Institutionalization. *Latin American Conference on Subnational Governance (LACSUG)*, Santiago, June 2026.

Chudnovsky, M., Pliscoff, C. & **Soto-Jara, T.** Unpacking the Black Box of Meritocratic Recruitment in Public Administration: A gender perspective. *Latin American Conference on Subnational Governance (LACSUG)*, Santiago, June 2026.

Soto-Jara, T. Electoral Cycles and Municipal Fines: Political Manipulation of Revenue Tools in Chile. *Public Finance and Budgeting Northeastern Workshop*, University of Connecticut, Hartford, May 2026.

Soto-Jara, T., Bello-Gómez, R.A., and Riccucci, N.M. Discretion and Institutional Pathways to Women's Bureaucratic Representation in Local Government. *Midwest Political Science Association (MPSA)*, Chicago, April 2026.

Soto-Jara, T. The Experimental Design of Telework and Citizen Evaluations of Public Services. *American Society for Public Administration (ASPA) Annual Conference*, Founders' Fellow Presentation, West Hollywood, CA, March 2026.

Soto-Jara, T. Political Alignment and the Use of Strategic Planning in Public Organizations. *American Society for Public Administration (ASPA) Annual Conference*, Washington, DC, March 2025.

Soto-Jara, T. Political Alignment and the Use of Strategic Planning in Public Organizations. *Northeast Conference on Public Administration (NECoPA)*, New York, November 2024.

Soto-Jara, T. Effects of Telework in the Public Sector. *Congress in Engineering and Sciences*, Santiago, Chile, 2022.

Fuenzalida, J. and **Soto-Jara, T.** Effects of Telework in the Public Sector: Evidence from a Longitudinal Study of Public Service Professionals. *Midwest Political Science Association (MPSA)*, Online, 2021.

Soto-Jara, T. and Fuenzalida, J. Individual Effects of Telework in Public Agencies. *STR Regional Professional Development Workshop International*, Strategic Management Division, Academy of Management, Online, 2021.

Soto-Jara, T. Effects of Telework in the Public Sector: Evidence from a Mixed-Methods Longitudinal Study of Public Service Professionals. *Annual Meeting of the Chilean Society of Public Policies*, Santiago, Chile, 2021.

Soto-Jara, T. Use of Strategic Planning and Political Context: Findings from a Study on Municipal Administrators. *Southern Congress: Inequalities, Territory and State Reform*, Universidad Austral de Chile, 2020.

Soto-Jara, T. Effects of Transfers from the Central to the Local Level as an Incentive to Improve Municipal Management. *Southern Congress: Management, Public Policies and Decentralization for Territorial Development*, Universidad Austral de Chile, 2019.

INVITED AND POLICY PRESENTATIONS

Positive Effects and Implementation Challenges of Telework in Chilean Public Organizations. State Defense Council of Chile, Online, September 2022.

Public Policies on Employment Conditions. Future Challenges Commission, Senate of the Republic of Chile, 2021.

Experience of the Telework Project at SUSESO: Presentation of Results. Superintendency of Social Security, International Labour Organization, and Center for Public Systems, University of Chile, Online, October 2021.

PROFESSIONAL DEVELOPMENT AND METHODS TRAINING

The Inequality by the Numbers Workshop, Stone Center on Socio-Economic Inequality — Jun 2025

Intensive English – UNIVERSITY OF FLORIDA — Jan–Aug 2024
Courses at the English Language Institute as a Fulbright scholar before starting the doctoral program in the U.S.

Causal Inference – UNIVERSITY OF OXFORD — Apr 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 Dec 2021

Pandemic and the Strategic Exit Course – UNIVERSITY OF CHILE May–Jun 2021
Impact of COVID-19 on public institutions and the long-term digital strategies needed to overcome it.

RESEARCH EXPERIENCE

RUTGERS UNIVERSITY – Newark, School of Public Affairs and Administration (SPAA) 2025–2026

Research Assistant

- Supported the SPAA Experimental Methods Omnibus Survey, contributing to survey design, experimental module coordination, pretesting, data preparation, and quality checks: Gregg G. Van Ryzin.
- Developed a co-authored study on electoral cycles and municipal fine revenues in Chile, using administrative panel data from Chilean local governments: Pengju Zhang.

CENTER FOR PUBLIC SYSTEMS – UNIVERSITY OF CHILE, Faculty of Engineering 2017–2024

Research Associate

- Contributed to 15+ research and consulting projects on public management, civil service reform, telework, and municipal governance, in collaboration with 30+ central government agencies and 200+ municipalities.
- Designed and implemented quantitative and mixed-methods studies using longitudinal surveys, panel data, experiments, interviews, cognitive interviews, and focus groups.
- Co-authored and supported successful grant proposals funded by the National Agency for Research and Development (ANID), the IDB, and the ILO, including FONDEF grants of approximately US$200,000.
- 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, public innovation, civil service, diversity, and ethics through literature reviews, data analysis, report drafting, and project coordination.

SELECTED CONSULTING AND APPLIED RESEARCH PROJECTS

- Performance Management Reforms: What Can We Learn? Consultant, University of Oxford, 2024.
- Design and Implementation of a Telework Pilot Program in the Superintendence of Sanitation Services. Project Lead, Superintendence of Sanitation Services, Chile, 2024.
- Implementation of the Telework Pilot Program in the Superintendence of Casinos. Project Lead, Superintendence of Casinos, Chile, 2024.
- Telecommuting in the COVID-19 Pandemic: Health, Safety, and Working Conditions of Public Servants. Researcher and Coordinator, Superintendence of Social Security, Chile, 2021–2022.
- Health Crisis and Public Occupational Safety Services: Recommendations to Guide Management Policies. Researcher and Coordinator, International Labour Organization, 2021.
- Case Study on Factors Affecting Compliance with Integrity and Transparency Standards in Public Services. Project Manager, National Civil Service Directorate, Chile, 2021.
- Implementation of Teleworking in SUSESO Before and After the Pandemic. Researcher and Coordinator, Superintendence of Social Security, Chile, 2020–2021.
- Pilot Survey Exercises on the Future of Work in the State of Chile. Researcher and Coordinator, Inter-American Development Bank, 2019.

TEACHING EXPERIENCE

RUTGERS UNIVERSITY – Newark, School of Public Affairs and Administration

Teaching Assistant, Master of Public Administration (MPA)
- Public Finance & Policy (2026)
- 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 course), Spring 2021 [syllabus].

Teaching Assistant, Master in Public Policy and Management (MGPP)
- Thesis I & II, 2020–2024 [syllabus I] [syllabus II]
- UNESCO Chair "The Public University of the 21st Century," 2019–2022 [Website] [syllabus]

Teaching Assistant, 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.

HONORS, FELLOWSHIPS, AND AWARDS

MERCATUS FELLOW – Understanding Mainline Political Economy Program 2026–2027
Mercatus Center, George Mason University. Competitive year-long fellowship supporting doctoral training in political economy through faculty-led colloquia, mentoring, and scholarly development. Fellowship stipend: up to US$4,000.

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.

SÃO PAULO SCHOOL OF ADVANCED SCIENCE ON REGULATORY GOVERNANCE 2026
Fundação Getulio Vargas (FGV) and São Paulo Research Foundation (FAPESP). Selected through an international competitive process to participate in a 10-day advanced doctoral program on regulatory governance.

GRADUATE FELLOWSHIP AND ASSISTANTSHIP – RUTGERS UNIVERSITY 2026–2027
School of Public Affairs and Administration, Rutgers University – Newark.

DISSERTATION RESEARCH GRANT – RUTGERS UNIVERSITY 2026
School of Public Affairs and Administration, Rutgers University – Newark. Total award: US$800.

GRADUATE STUDENT TRAVEL AWARDS – RUTGERS UNIVERSITY 2024–2026
Competitive travel funding to present research at academic conferences.

DOCTORAL SCHOLARSHIP - NATIONAL AGENCY FOR RESEARCH AND DEVELOPMENT 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.

PROFESSIONAL SERVICE AND UNIVERSITY LEADERSHIP

Journal Review

- International Public Management Journal. 2026
- Revista Estado, Gobierno y Gestión Pública. 2021

Conference Service

- Discussant, Midwest Political Science Association (MPSA). 2026
- Conference Volunteer, Social Equity Leadership Conference (SELC), Rutgers University–Newark. 2026

Service to Institutions

- **Vice President, PhD Club, School of Public Affairs and Administration, Rutgers University.** 2025
  Coordinate academic initiatives for PhD students, promote peer support, and foster collaboration within the doctoral community.
- **Member, Anti-Corruption Student Group (ACG), SPAA, Rutgers University.** 2024–2026
  Participate in a forum for PhD students focused on transparency, accountability, and anti-corruption research.
- **Councilor, Student Federation of the University of Chile (FECH).** 2018
  Elected position representing students from the Faculty of Physical and Mathematical Sciences in the university's main student political coordination body.
- **Coordinator, Student Federation of the University of Chile (FECH).** 2017
  Elected position coordinating gender, sustainability, and student outreach initiatives with university groups.
- **Vice President, Student Center of Industrial Engineering, University of Chile (CEIN).** 2016
  Elected position representing nearly 1,500 students and leading initiatives on student representation, outreach, and the professional profile of industrial engineering students.

THESIS SUPERVISION

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

- Sofía Estay – "Redesign of the Real Estate Management Process at *Hogar de Cristo* in CHILE." 2025
- Gracieuse Dolis – "Analysis of Gender Gaps in Engineering Programs. A Case Study of HAITI." 2023
- Consuelo Salas – "Social Needs, and Human Resources in Municipal Social Assistance in CHILE." 2023
- Cristian Valverde – "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 MEMBERSHIPS

Public Management Research Association (PMRA)

American Society for Public Administration (ASPA)

Midwest Political Science Association (MPSA)

LANGUAGES

Spanish (native)

English (professional proficiency)