

COMISION NACIONAL DEL SERVICIO CIVIL  
BALANCE GENERAL  
DICIEMBRE 31 DE 2011  
(Cifras en miles de pesos)

| Código | ACTIVO                               | Dic-31<br>2011<br>\$ | Análisis<br>Vertical<br>% | Dic-31<br>2010<br>\$ | Análisis<br>Vertical<br>% | Variación<br>Absoluta | Variación<br>Relativa<br>% | Código | PASIVO                                         | Dic-31<br>2011<br>\$ | Análisis<br>Vertical<br>% | Dic-31<br>2010<br>\$ | Análisis<br>Vertical<br>% | Variación<br>Absoluta | Variación<br>Relativa<br>% |
|--------|--------------------------------------|----------------------|---------------------------|----------------------|---------------------------|-----------------------|----------------------------|--------|------------------------------------------------|----------------------|---------------------------|----------------------|---------------------------|-----------------------|----------------------------|
|        |                                      |                      |                           |                      |                           |                       |                            |        |                                                |                      |                           |                      |                           |                       |                            |
|        | <b>CORRIENTE (1)</b>                 | <b>29.874.529</b>    | <b>95,78</b>              | <b>38.687.493</b>    | <b>96,49</b>              | <b>-8.812.964</b>     | <b>-0,23</b>               |        | <b>CORRIENTE (4)</b>                           | <b>7.372.159</b>     | <b>100,00</b>             | <b>6.414.447</b>     | <b>100,00</b>             | <b>957.712</b>        | <b>0,15</b>                |
| 11     | Efectivo                             | 1.233.740            | 3,96                      | 2.169.479            | 5,41                      | -935.739              | -0,43                      | 24     | Cuentas por pagar                              | 136.807              | 1,86                      | 312.179              | 4,87                      | -175.372              | -0,56                      |
| 12     | Inversiones                          | 23.137.830           | 74,19                     | 25.727.820           | 64,17                     | -2.589.990            | -0,10                      | 25     | Obligaciones laborales y de seguridad integral | 200.544              | 2,72                      | 442.698              | 6,90                      | -242.154              | -0,55                      |
| 14     | Deudores                             | 5.407.299            | 17,34                     | 10.761.121           | 26,84                     | -5.353.822            | -0,50                      | 27     | Pasivos Estimados                              | 0                    | 0,00                      | 0                    | 0,00                      | 0                     | 0                          |
| 19     | Otros activos                        | 95.660               | 0,31                      | 29.073               | 0,07                      | 66.587                | 2,29                       | 29     | Otros Pasivos                                  | 7.034.808            | 95,42                     | 5.659.570            | 88,23                     | 1.375.238             | 0,24                       |
|        | <b>NO CORRIENTE (2)</b>              | <b>1.314.785</b>     | <b>4,22</b>               | <b>1.406.261</b>     | <b>3,51</b>               | <b>-91.476</b>        | <b>-0,07</b>               | 3      | <b>PATRIMONIO (7)</b>                          | <b>23.817.155</b>    | <b>100,00</b>             | <b>33.679.307</b>    | <b>100,00</b>             | <b>-9.862.152</b>     | <b>-0,29</b>               |
| 16     | Propiedad, Planta y Equipo           | 740.953              | 2,38                      | 832.429              | 2,08                      | -91.476               | -0,11                      | 32     | Patrimonio Institucional                       | 23.817.155           | 100,00                    | 33.679.307           | 100,00                    | -9.862.152            | -0,29                      |
| 19     | Valorizaciones                       | 573.832              | 1,84                      | 573.832              | 1,43                      | 0                     | 0,00                       |        | <b>TOTAL PASIVO Y PATRIMONIO (8)</b>           | <b>31.189.314</b>    | <b>100,00</b>             | <b>40.093.754</b>    | <b>100,00</b>             | <b>-9.862.152</b>     | <b>-0,29</b>               |
|        | <b>TOTAL ACTIVO (3)</b>              | <b>31.189.314</b>    | <b>100,00</b>             | <b>40.093.754</b>    | <b>100,00</b>             | <b>-8.904.440</b>     | <b>-0,22</b>               |        |                                                |                      |                           |                      |                           |                       |                            |
|        | <b>CUENTAS DE ORDEN DEUDORAS (9)</b> | <b>0</b>             |                           | <b>0</b>             |                           | <b>0</b>              |                            |        | <b>CUENTAS DE ORDEN ACREEDORAS (10)</b>        | <b>0</b>             |                           | <b>0</b>             |                           | <b>0</b>              |                            |
| 81     | Derechos Contingentes                | 5.654.279            |                           | 1.107.900            |                           | 4.546.379             | 4,10                       | 91     | Responsabilidades Contingentes                 | -8.292.254           |                           | -7.247.469           |                           | -1.044.785            | 0,14                       |
| 89     | Deudoras por el contrario (CR)       | -5.654.279           |                           | -1.107.900           |                           | -4.546.379            | 4,10                       | 99     | Acreedoras por contra (DB)                     | 8.292.254            |                           | 7.247.469            |                           | 1.044.785             | 0,14                       |

JULIE PAOLA NOGUERA  
CONTADORA  
T.P. 121874 - T

MARIA CONSUELO ZAMBRANO MOSQUERA  
DIRECTORA DE APOYO DE CORPORATIVO

CARLOS HUMBERTO MORENO BERMUDEZ  
REPRESENTANTE LEGAL  
PRESIDENTE CNSC

COMISION NACIONAL DEL SERVICIO CIVIL  
BALANCE GENERAL  
DICIEMBRE 31 DE 2011  
(Cifras en miles de pesos)

| Código                                                      | ACTIVO | Dic-31 2011 | Análisis Vertical % | Dic-31 2010 | Análisis Vertical % | Variación Absoluta | Variación Relativa % |
|-------------------------------------------------------------|--------|-------------|---------------------|-------------|---------------------|--------------------|----------------------|
| <b>CORRIENTE (1)</b>                                        |        |             |                     |             |                     |                    |                      |
| 11 Efectivo                                                 |        | 28,874,529  | 95.78               | 38,687,483  | 96.48               | -8,812,954         | -0.23                |
| 1110 Bancos                                                 |        | 1,233,740   | 3.96                | 2,169,479   | 5.41                | -935,739           | -0.43                |
| 12 Inversiones                                              |        | 1,233,740   | 3.96                | 2,169,479   | 5.41                | -935,739           | -0.43                |
| 1201 Inversiones de Administración de Liquidez - Renta Fija |        | 23,137,830  | 74.19               | 25,727,820  | 64.17               | -2,589,990         | -0.10                |
| 14 Deudores                                                 |        | 23,137,830  | 74.19               | 25,727,820  | 64.17               | -2,589,990         | -0.10                |
| 1401 Ingresos No Tributarios                                |        | 5,407,289   | 17.34               | 10,761,121  | 26.84               | -5,353,832         | -0.50                |
| 1407 Prestación de Servicios                                |        | 0           | 0.00                | 10,196,200  | 25.43               | -10,196,200        | -1.00                |
| 1408 Principios para Adquisición Bienes y Servicios         |        | 4,869,101   | 15.61               | 0           | 0.00                | 4,869,101          | 0.55                 |
| 1470 Amortización Intangibles                               |        | 818,749     | 2.63                | 527,866     | 1.32                | 290,883            | 0.48                 |
| 1480 Provisión para Deudores                                |        | 19,178      | 0.06                | 37,055      | 0.09                | -17,877            | -0.48                |
| 19 Otros Activos                                            |        | -259,729    | -0.96               | 0           | 0.00                | -259,729           | -0.48                |
| 1905 Gastos Pagados por Anticipado                          |        | 95,660      | 0.31                | 29,073      | 0.07                | 66,587             | 2.29                 |
| 1910 Cargos Diferidos                                       |        | 68,215      | 0.22                | 8,979       | 0.02                | 59,236             | 0.60                 |
| 1970 Intangibles                                            |        | 8,672       | 0.03                | 7,779       | 0.02                | 893                | 0.11                 |
| 1975 Amortización Intangibles                               |        | 34,629      | 0.11                | 21,022      | 0.05                | 13,607             | 0.55                 |
| NO CORRIENTE (2)                                            |        | -15,856     | -0.05               | -8,707      | -0.02               | -7,149             | 0.82                 |
| 16 Propiedades, planta y equipo                             |        | 1,314,785   | 4.22                | 1,405,261   | 3.51                | -91,476            | -0.07                |
| 1635 Bienes Muebles en Bodega                               |        | 740,953     | 2.38                | 832,429     | 2.09                | -91,476            | -0.11                |
| 1640 Edificaciones                                          |        | 83,319      | 0.27                | 150,156     | 0.37                | -66,837            | -0.45                |
| 1655 Maquinaria y equipo                                    |        | 109,271     | 0.34                | 146,671     | 0.37                | -37,400            | -0.25                |
| 1655 Muebles, enseres y equipos de oficina                  |        | 4,897       | 0.02                | 4,697       | 0.01                | 200                | 0.00                 |
| 1670 Equipos de comunicación y computación                  |        | 150,784     | 0.48                | 119,772     | 0.30                | 31,012             | 0.26                 |
| 1675 Equipo de Transporte, Tracción y Elevación             |        | 889,955     | 2.85                | 801,508     | 2.00                | 88,447             | 0.11                 |
| 1680 Equipos de Comedor, Cocina, Despensa y Hotel           |        | 138,103     | 0.44                | 138,103     | 0.34                | 0                  | 0.00                 |
| 1685 Depreciación acumulada                                 |        | 373         | 0.00                | 244         | 0.00                | 129                | 0.53                 |
| 19 Otros Activos                                            |        | -452,549    | -2.03               | -488,322    | -1.22               | 35,773             | 0.30                 |
| 1995 Valorizaciones                                         |        | 573,832     | 1.84                | 573,832     | 1.43                | 0                  | 0.00                 |
| TOTAL ACTIVO (3)                                            |        | 31,189,314  | 100.00              | 40,083,754  | 100.00              | -8,904,440         | -0.22                |
| <b>CUENTAS DE ORDEN DEUDORAS (6)</b>                        |        |             |                     |             |                     |                    |                      |
| 81 Derechos Contingentes                                    |        | 0           | 0.00                | 0           | 0.00                | 0                  | 0.00                 |
| 86 Deudoras por el contrario (CR)                           |        | 5,654,279   | 18.14               | 1,107,900   | 2.76                | 4,546,379          | 4.10                 |
|                                                             |        | -5,654,279  | -18.14              | -1,107,900  | -2.76               | 4,546,379          | 4.10                 |
| 81 Derechos Contingentes                                    |        | 0           | 0.00                | 0           | 0.00                | 0                  | 0.00                 |
| 86 Deudoras por el contrario (CR)                           |        | 5,654,279   | 18.14               | 1,107,900   | 2.76                | 4,546,379          | 4.10                 |
|                                                             |        | -5,654,279  | -18.14              | -1,107,900  | -2.76               | 4,546,379          | 4.10                 |
| 81 Derechos Contingentes                                    |        | 0           | 0.00                | 0           | 0.00                | 0                  | 0.00                 |
| 86 Deudoras por el contrario (CR)                           |        | 5,654,279   | 18.14               | 1,107,900   | 2.76                | 4,546,379          | 4.10                 |
|                                                             |        | -5,654,279  | -18.14              | -1,107,900  | -2.76               | 4,546,379          | 4.10                 |
| 81 Derechos Contingentes                                    |        | 0           | 0.00                | 0           | 0.00                | 0                  | 0.00                 |
| 86 Deudoras por el contrario (CR)                           |        | 5,654,279   | 18.14               | 1,107,900   | 2.76                | 4,546,379          | 4.10                 |
|                                                             |        | -5,654,279  | -18.14              | -1,107,900  | -2.76               | 4,546,379          | 4.10                 |
| 81 Derechos Contingentes                                    |        | 0           | 0.00                | 0           | 0.00                | 0                  | 0.00                 |
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| 81 Derechos Contingentes                                    |        | 0           | 0.00                | 0           | 0.00                | 0                  | 0.00                 |
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| 81 Derechos Contingentes                                    |        | 0           | 0.00                | 0           | 0.00                | 0                  | 0.00                 |
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|                                                             |        | -5,654,279  | -18.14              | -1,107,900  | -2.76               | 4,546,379          | 4.10                 |
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|                                                             |        | -5,654,279  | -18.14              | -1,107,900  | -2.76               | 4,546,379          | 4.10                 |
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|                                                             |        | -5,654,279  | -18.14              | -1,107,900  | -2.76               | 4,546,379          | 4.10                 |
| 81 Derechos Contingentes                                    |        | 0           | 0.00                | 0           | 0.00                | 0                  | 0.00                 |
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|                                                             |        | -5,654,279  | -18.14              | -1,107,900  | -2.76               | 4,546,379          | 4.10                 |
| 81 Derechos Contingentes                                    |        | 0           | 0.00                | 0           | 0.00                | 0                  | 0.00                 |
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|                                                             |        | -5,654,279  | -18.14              | -1,107,900  | -2.76               | 4,546,379          | 4.10                 |
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|                                                             |        | -5,654,279  | -18.14              | -1,107,900  | -2.76               | 4,546,379          | 4.10                 |
| 81 Derechos Contingentes                                    |        | 0           | 0.00                | 0           | 0.00                | 0                  | 0.00                 |
| 86 Deudoras por el contrario (CR)                           |        | 5,654,279   | 18.14               | 1,107,900   | 2.76                | 4,546,379          | 4.10                 |
|                                                             |        | -5,654,279  | -18.14              | -1,107,900  | -2.76               | 4,546,379          | 4.10                 |
| 81 Derechos Contingentes                                    |        | 0           | 0.00                | 0           | 0.00                | 0                  | 0.00                 |
| 86 Deudoras por el contrario (CR)                           |        | 5,654,279   | 18.14               | 1,107,900   | 2.76                | 4,546,379          | 4.10                 |
|                                                             |        | -5,654,279  | -18.14              | -1,107,900  | -2.76               | 4,546,379          | 4.10                 |
| 81 Derechos Contingentes                                    |        | 0           | 0.00                | 0           | 0.00                | 0                  | 0.00                 |
| 86 Deudoras por el contrario (CR)                           |        | 5,654,279   | 18.14               | 1,107,900   | 2.76                | 4,546,379          | 4.10                 |
|                                                             |        | -5,654,279  | -18.14              | -1,107,900  | -2.76               | 4,546,379          | 4.10                 |
| 81 Derechos Contingentes                                    |        | 0           | 0.00                | 0           | 0.00                | 0                  | 0.00                 |
| 86 Deudoras por el contrario (CR)                           |        | 5,654,279   | 18.14               | 1,107,900   | 2.76                | 4,546,379          | 4.10                 |
|                                                             |        | -5,654,279  | -18.14              | -1,107,900  | -2.76               | 4,546,379          | 4.10                 |
| 81 Derechos Contingentes                                    |        | 0           | 0.00                | 0           | 0.00                | 0                  | 0.00                 |
| 86 Deudoras por el contrario (CR)                           |        | 5,654,279   | 18.14               | 1,107,900   | 2.76                | 4,546,379          | 4.10                 |
|                                                             |        | -5,654,279  | -18.14              | -1,107,900  | -2.76               | 4,546,379          | 4.10                 |
| 81 Derechos Contingentes                                    |        | 0           | 0.00                | 0           | 0.00                | 0                  | 0.00                 |
| 86 Deudoras por el contrario (CR)                           |        | 5,654,279   | 18.14               | 1,107,900   | 2.76                | 4,546,379          | 4.10                 |
|                                                             |        | -5,654,279  | -18.14              | -1,107,900  | -2.76               | 4,546,379          | 4.10                 |
| 81 Derechos Contingentes                                    |        | 0           | 0                   |             |                     |                    |                      |

**COMISION NACIONAL DEL SERVICIO CIVIL**  
**ESTADO DE ACTIVIDAD FINANCIERA, ECONOMICA, SOCIAL Y AMBIENTAL**  
**DICIEMBRE 31 DE 2011**  
(Cifras en miles de pesos)

| Código | Cuentas                                       | Dic-31<br>2011<br>\$ | Dic-31<br>2010<br>\$ | Variación<br>Absoluta | Variación<br>Relativa<br>% |
|--------|-----------------------------------------------|----------------------|----------------------|-----------------------|----------------------------|
|        | <b>INGRESOS OPERACIONALES (1)</b>             | <b>3.375.128</b>     | <b>27.216.592</b>    | <b>-23.841.464</b>    | <b>-0,88</b>               |
| 41     | Ingresos Fiscales                             | 1.483.816            | 25.128.255           | -23.644.439           | -0,94                      |
| 47     | Operaciones Interinstitucionales              | 1.891.312            | 2.088.337            | -197.025              | -0,09                      |
|        | <b>GASTOS OPERACIONALES (3)</b>               | <b>-13.102.469</b>   | <b>-12.921.177</b>   | <b>-181.292</b>       | <b>0,01</b>                |
| 51     | De administración                             | 12.705.727           | 12.867.413           | -161.686              | -0,01                      |
| 53     | Provisión, Agotamiento y Depreciaciones       | 299.729              | 0                    | 299.729               | 0,80                       |
| 57     | Operaciones Interinstitucionales              | 97.013               | 53.764               | 43.249                |                            |
|        | <b>EXCEDENTE (DÉFICIT) OPERACIONAL (4)</b>    | <b>-9.727.341</b>    | <b>14.295.415</b>    | <b>-24.022.756</b>    | <b>-1,68</b>               |
|        | <b>OTROS INGRESOS (5)</b>                     | <b>1.212.465</b>     | <b>255.940</b>       | <b>956.525</b>        | <b>3,74</b>                |
| 48     | Otros Ingresos                                | 1.212.465            | 255.940              | 956.525               |                            |
|        | <b>OTROS GASTOS (6)</b>                       | <b>-1.194.566</b>    | <b>-1.446.091</b>    | <b>251.525</b>        | <b>-0,17</b>               |
| 58     | Otros Gastos                                  | -1.194.566           | -1.446.091           | 251.525               |                            |
|        | <b>EXCEDENTE (DÉFICIT) DEL EJERCICIO (11)</b> | <b>-9.709.442</b>    | <b>13.105.264</b>    | <b>-22.814.706</b>    | <b>-1,74</b>               |

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REPRESENTANTE LEGAL  
PRESIDENTE CNSC

COMISION NACIONAL DEL SERVICIO CIVIL  
ESTADO DE ACTIVIDAD FINANCIERA, ECONOMICA, SOCIAL Y AMBIENTAL  
DICIEMBRE 31 DE 2011  
(Cifras en miles de pesos)

| Código                                        | Concepto                                 | Dic-31<br>2011<br>\$ | Dic-31<br>2010<br>\$ | Variación<br>Absoluta | Variación<br>Relativa<br>% |
|-----------------------------------------------|------------------------------------------|----------------------|----------------------|-----------------------|----------------------------|
| <b>INGRESOS OPERACIONALES (1)</b>             |                                          |                      |                      |                       |                            |
| 41                                            | Ingresos Fiscales                        | 3,375,128            | 27,216,592           | -23,841,464           | -0.88                      |
| 4110                                          | No Tributarios                           | 1,483,816            | 25,128,255           | -23,644,439           | -0.94                      |
| 47                                            | Operaciones Interinstitucionales         | 1,891,312            | 2,088,337            | -197,025              | -0.09                      |
| 4705                                          | Aportes y traspaso de fondos recibidos   | 1,891,312            | 2,088,337            | -197,025              | -0.09                      |
| <b>GASTOS OPERACIONALES (3)</b>               |                                          |                      |                      |                       |                            |
| 51                                            | De administración                        | -13,102,469          | -12,921,177          | -181,292              | 0.01                       |
| 5101                                          | Sueldos y salarios                       | 7,544,070            | 6,922,190            | 621,880               | 0.09                       |
| 5103                                          | Contribuciones efectivas                 | 455,297              | 637,785              | -182,488              | -0.29                      |
| 5104                                          | Aportes sobre nómina                     | 96,516               | 135,492              | -38,976               | -0.29                      |
| 5111                                          | Generales                                | 4,486,536            | 5,049,562            | -563,026              | -0.11                      |
| 5120                                          | Impuestos, contribuciones y tasas        | 123,308              | 122,384              | 924                   | 0.01                       |
| 53                                            | Provisión, Agotamiento y Depreciaciones  | 299,729              | 0                    | 299,729               |                            |
| 5304                                          | Provisión para Deudores                  | 299,729              | 0                    | 299,729               |                            |
| 5330                                          | Depreciaciones Propiedad Planta y Equipo | 0                    | 0                    | 0                     |                            |
| 5345                                          | Amortización Intangibles                 | 0                    | 0                    | 0                     |                            |
| 57                                            | Operaciones Interinstitucionales         | 97,013               | 53,764               | 43,249                | 0.80                       |
| 5705                                          | Aportes y Traspaso de Fondos Girados     | 97,013               | 53,764               | 43,249                | 0.80                       |
| <b>EXCEDENTE (DÉFICIT) OPERACIONAL (4)</b>    |                                          |                      |                      |                       |                            |
| 48                                            | Otros Ingresos (5)                       | -9,727,341           | 14,295,415           | -24,022,756           | -1.68                      |
| 4805                                          | Financieros                              | 1,212,465            | 255,940              | 956,525               | 3.74                       |
| 4810                                          | Extraordinarios                          | 1,163,479            | 240,314              | 923,165               | 3.84                       |
| 4815                                          | Ajustes Ejercicios Anteriores            | 6,399                | 10,744               | -4,345                | -0.40                      |
| 58                                            | Otros Gastos (6)                         | -1,194,566           | -1,446,091           | 251,525               | -0.17                      |
| 5802                                          | Comisiones y Otros Gastos Bancarios      | 2,908                | 507,205              | -504,297              | -0.99                      |
| 5805                                          | Financieros                              | 989,785              | 799,384              | 190,401               | 0.24                       |
| 5810                                          | Extraordinarios                          | 90                   | 0                    | 90                    |                            |
| 5815                                          | Ajustes Ejercicios Anteriores            | 201,783              | 139,502              | 62,281                | 0.45                       |
| <b>EXCEDENTE (DÉFICIT) DEL EJERCICIO (11)</b> |                                          |                      |                      |                       |                            |
|                                               |                                          | -9,709,442           | 13,105,264           | -22,814,706           | -1.74                      |

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CARLOS HUMBERTO MORENO BERMUDEZ  
REPRESENTANTE LEGAL  
PRESIDENTE CNSC

COMISION NACIONAL DEL SERVICIO CIVIL  
ESTADO DE CAMBIOS EN EL PATRIMONIO  
DICIEMBRE 31 DE 2011  
(Cifras en miles de pesos)

|                                             |     |                   |
|---------------------------------------------|-----|-------------------|
| SALDO DEL PATRIMONIO A DICIEMBRE 31 DE 2010 | (1) | 33.679.307        |
| VARIACIONES PATRIMONIALES DURANTE 2011      | (2) | -9.862.152        |
| SALDO DEL PATRIMONIO A DICIEMBRE 31 DE 2011 | (3) | <u>23.817.155</u> |

| DETALLE DE LAS VARIACIONES PATRIMONIALES (2) |             |
|----------------------------------------------|-------------|
| INCREMENTOS:                                 | (4)         |
| Patrimonio Institucional Incorporado         | 0           |
| Resultado del Ejercicio                      | 0           |
| Superávit por Valorización                   | 0           |
| DISMINUCIONES:                               | (5)         |
| Provisiones, Depreciaciones y Amortizaciones | (9.862.152) |
| Capital Fiscal                               | (152.710)   |
| Resultado del Ejercicio                      | 0           |
| Patrimonio Institucional Incorporado         | (9.709.442) |
|                                              | 0           |

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