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Background

Employment in *central government* under the main General Employment Framework (GEF):¹

2009: No GEF

Total employment in the *general government sector* as a percentage of labour force (2010):[†]

12.8%

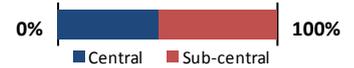
Central human resources management body:

Department for Effective Public Administration

Government production costs (2010)^{††}



Government centralisation (2008)^{††}



Type of recruitment system (2010)



Legal Framework

GEF covers all employees:	No GEF
GEF includes fixed-term contracts:	No GEF
Private law applicable in public sector:	Not applicable

Employment in the Czech Republic civil service is not governed by a particular General Employment Framework but rather one piece of legislation, the Labour Code (262/2006 Coll.), covers all employment in the country, both public and private. In addition, officials in territorial self-government units are regulated by a special law, the Act on Civil Servants of Self-Governing Local

Authorities (312/2002 Coll.). A range of other legislation exists governing different aspects of employment, in particular the Collective Bargaining Act (2/1991 Coll.) regulates collective negotiations and dispute settlements, and the Employment Act (435/2004 Coll.) sets forth the government's employment objectives and employee rights.

Composition of Employment

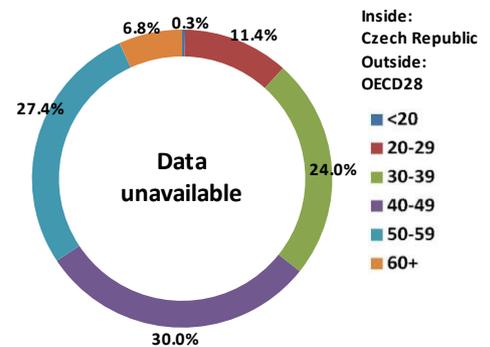
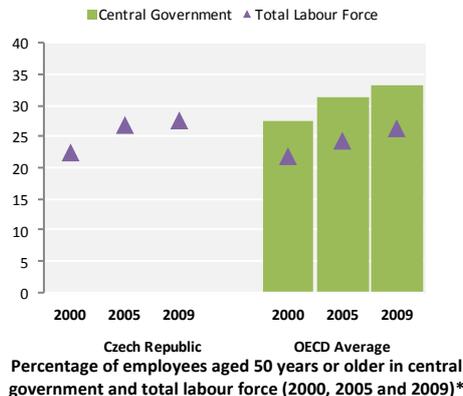
Central government employment (2009)¹

Total employment under GEF:	No GEF
Part-time employment:	No GEF

Gender in central government (2009)¹

Female participation in central government workforce:	No Data
Share of top and middle positions who are women:	No Data

¹ Data are for core ministries and agencies of central/federal governments



Age structure of central government (2009)

Few data are available regarding the composition of employment in the Czech Republic. Absolute numbers are unavailable regarding employment in central government. Most employment consists of an open-term contract; however, fixed-term contracts can be used for special purposes. Part time employment in 2009 was reported to be

137 077 employees and typically involves half time working hours. The total labour force appears to be ageing at a rate roughly consistent with the OECD average. Data on the age composition of, and gender representation in, the public sector are unavailable.

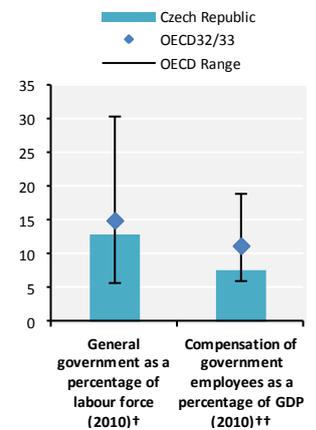
Public Sector Restructuring

The Czech Republic is one of 27 OECD governments who are anticipating a reduction in the level of public sector employment as a result of implemented reforms. A broad range of policies have been deployed in this respect, including 10% salary and personnel cuts. Employment legislation allows for the dismissal of employees when a ministry seeks to restructure; however, the government is required to propose reallocation possibilities and the employee is entitled to an allowance. There are no regular policies to encourage voluntary departures. The level of public sector employment as a percentage of the labour force, 12.8% in 2010, is somewhat below the OECD average of 15.1%. The compensation of government employees as a percentage of GDP, 7.6% in 2010, is substantially below the OECD average of 11.3% and in the lower region of the range.

Anticipated reforms' effect on employment level: Decrease

Implemented changes in employment levels affecting more than 50% of ministries/agencies since 2000:

- Discretionary hiring / dismissal
- Hiring freeze / non replacement of retiring staff
- Change in retirement age
- Devolution of authority over other levels of government
- Contracting out
- Reorganisation / restructuring



Organisation of HR Management

Decentralisation of HR Management (2010)

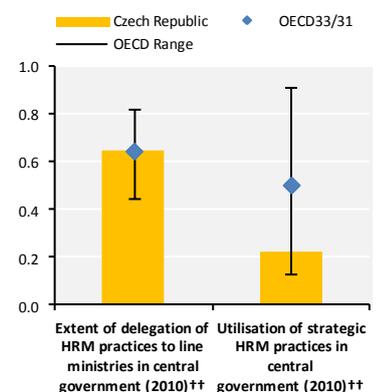
Central HRM unit:	Department for Effective Public Administration
Role:	Coordination only
Location:	Ministry of Interior
Responsibilities:	<ul style="list-style-type: none"> • Manage HRM at central/national level • Provide leadership and guidance • Design HR strategy • Coordinate and supervise HR policy/strategy • Provide advice on legal framework • Standardise recruitment and skills profiles • Provide training
Personnel, budget and pay delegation:	<ul style="list-style-type: none"> • The central HRM body sets and monitors pay systems and budget allocation. • Bonuses/PRP and the number of employment positions are delegated to ministries.
Classification, recruitment and dismissal delegation:	<ul style="list-style-type: none"> • Recruitment, employment duration, career management and all forms of dismissal are delegated to ministries. • The central HRM body sets and monitors the post classification system.
Employment conditions delegation:	<ul style="list-style-type: none"> • Working conditions and performance appraisal decisions are delegated to ministries. • The central HRM body sets and monitors the code of conduct and equal opportunity policies.

The delegation of HRM practices in the Czech Republic is on par with the OECD average. The majority of recruitment, dismissal, employment conditions and performance management responsibilities are delegated to the ministry/agency level. Despite this, the central HRM body plays a significant role in coordination which has led to a broadly comparable framework across all central government

employees. The Czech Republic tends to utilise strategic HRM practices significantly less than most OECD countries. For example, HRM targets do not directly feed performance assessments of management and regular reviews of ministries' HRM capacity by the central HRM body do not occur. In addition, forward planning is undertaken on an ad hoc basis and only considers a limited set of factors.

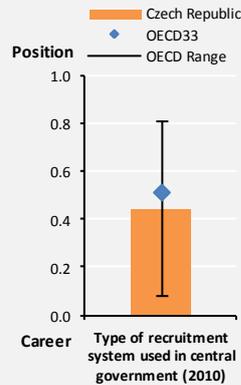
Strategic HR Management

Existence of HRM accountability framework for managers:	Yes, and HRM is fully linked to strategic objectives.
HRM targets feed performance assessments:	No
Regular HRM assessment of ministries and departments:	No
Framework requires top & middle management to plan and report on:	<ul style="list-style-type: none"> • Effectiveness of strategic workforce planning efforts • Workforce strategies to close competency gaps • General people management
Forward planning use:	Yes, on ad hoc basis.
Forward-planning horizon:	2-3 years
Key aspects explicitly considered in forward planning:	<ul style="list-style-type: none"> • Efficiency savings (for example, through e-government) • New issues in policy delivery

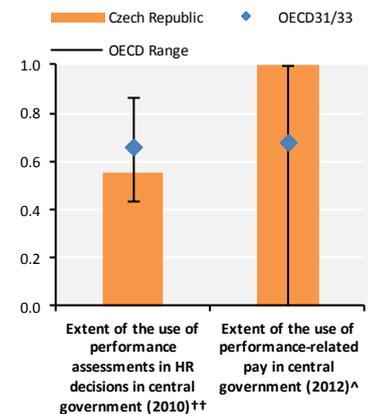


HR Management Practice

RECRUITMENT: The Czech Republic uses a recruitment system which is a combination of career based and position based. Entry into the civil service is gained through a competitive examination, with entry delegated to the organisational level. All vacancies are published externally and all posts are open to internal and external recruitment through direct application. There is a diversity policy in place which establishes a 4% quota for hiring people with a disability and imposes a penalty on institutions who do not comply.



PERFORMANCE: The Czech Republic tends to use performance assessment to a lesser extent than most OECD countries. Formalised performance assessment is not used for full time staff but is for almost all casual employees. Performance assessment takes the form of a meeting with the immediate supervisor on a yearly basis. In addition, 360° feedback is used on an ad hoc basis. A comprehensive range of performance criteria are used, including activities undertaken, timeliness and quality of outputs, cost effectiveness of work, values and improvement of competencies. Assessment is of high importance for bonuses and contract renewal. The Czech Republic uses much more performance-related pay than the average OECD country. Assessment is mandatory for most employees, takes the form of one-off bonuses and permanent pay increments, and typically represents 10-20% of base salary, with a maximum of 50%.



PAY SETTING: Base salary is determined by a single, comprehensive negotiation between the government and unions for the entire central/national public sector. It is not indexed to any other variables and is revised every two years. Decentralised negotiation and individual bargaining determine bonuses, which are revised annually and are not linked to other variables. A large range of factors are important to the determination of base salary across all hierarchical levels. Seniority based payment is still used, and the previous salary and number of years in a similar position are taken into account for setting a new recruit's pay.

Most important factors to determine base salary	Top Management	Middle Management	Professionals	Secretarial Level	Technical Support
Educational qualification	●	●	●	◐	○
Job content	●	●	●	◐	◐
Ministry	●	●	●	◐	◐
Performance	◐	◐	◐	◐	◐
Age	◐	◐	◐	◐	◐
Seniority in the position	◐	◐	◐	◐	◐
Relevant experience	◐	◐	◐	◐	◐

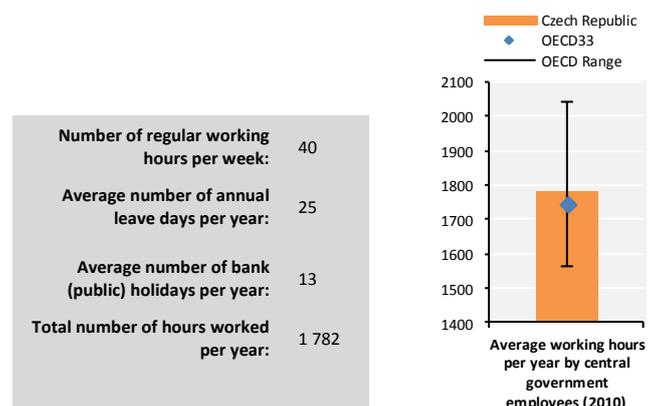
● Key importance ◐ Somewhat important ○ Not at all important

PROMOTIONS: Performance appraisals are important factors in promoting all levels of staff. Qualifications are relevant for management and professionals, whilst experience is relevant for secretarial and technical staff. In theory there are no formal restrictions to promotion between hierarchical levels; however, required minimum education levels may exclude some applicants. Government-wide listings of openings are accessible to all employees. There is preferential treatment of women in the selection process and final decision.

MOBILITY: Recent trends regarding mobility within government have been steady; however, there are plans to decrease the mobility within ministries. In addition, external mobility is not promoted, yet employees do not bear costs if they do not return to the public sector.

TRAINING: All new recruits to the public sector receive standardised training of 3 months duration and then proceed to a second stage of differentiated training which lasts 12 months. On average, employees receive 10-15 days training per year.

WORK CONDITIONS: The average yearly working hours in the Czech Republic, 1 782 hours in 2010, is slightly higher than the OECD average of 1 745 hours. A higher than average working week of 40 hours is mostly offset by a few additional annual leave days and public holidays.

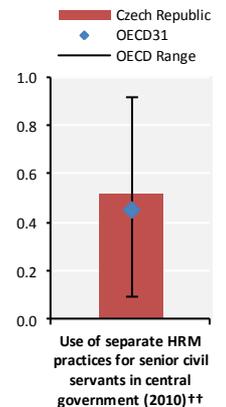


CZECH REPUBLIC

Senior Management

The use of separate HRM practices for senior civil servants (SCS) appears to be roughly in line with the average OECD country. SCS are considered a separate group in Czech Republic and there is a centrally defined skills profile that applies to some organisations. There is no practice of identifying potential SCS early in their career but there is more emphasis on managing their

performance, avoiding conflicts of interest and a larger part of their pay is performance related or through benefits. A good portion of management positions are open to external recruitment. The relevant minister has most influence over the appointment of directors of department and heads of unit but these positions do not typically turn over with a change of government.



Industrial Relations

The industrial relations framework in the Czech Republic includes a fairly high level of union involvement and is largely centralised. By law, unions must be consulted regarding base salary, bonuses, the right to strike/minimum service, working conditions, the employment framework and government restructuring decisions. Agreement with unions is mandatory regarding the employment framework and consultation is voluntary regarding the code of conduct and

introduction of new management tools. There is no public funding of unions, all public sector employees have the right to unionise and most are guaranteed the right to strike without restriction. Principals, judges, state prosecutors and members of the armed forces do not have the right to strike. All negotiations are undertaken centrally but there is scope to involve departments across a broad range of issues.

Reforms

No information was provided regarding reforms to HRM policies.

Challenges

No information was provided regarding HRM challenges.

Sources

Unless indicated otherwise, all data are sourced from OECD (2010), *Survey on Strategic Human Resources Management in Central/Federal Governments*, unpublished.

* Data for Total Labour Force from OECD *Labour Force Statistics Database*; data for Central Government from OECD (2011), *Government at a Glance 2011*.

† Data from International Labour Organization (ILO) *LABORSTA Database* and OECD *National Accounts Statistics*. See Methodological Note.

†† OECD (2011), *Government at a Glance 2011*, OECD Publishing, Paris.

~ OECD (2012), *Restoring Public Finances, 2012 Update*, OECD Publishing, Paris.

º OECD (2010), *Survey on the Compensation of Employees in Central/Federal Governments*, unpublished.

^ OECD (2012), *Rewarding Performance in the Public Sector: Performance-related Pay in OECD Countries*, unpublished.

Further Reading

OECD (2012), *Public Sector Compensation in Times of Austerity*, OECD Publishing, Paris.

OECD (2011), *Public Servants as Partners for Growth: Toward a Stronger, Leaner and More Equitable Workforce*, OECD Publishing, Paris.

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