

Background...	Restructuring...	Senior Management...	Challenges...
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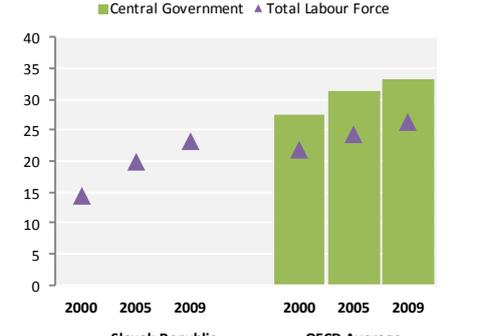
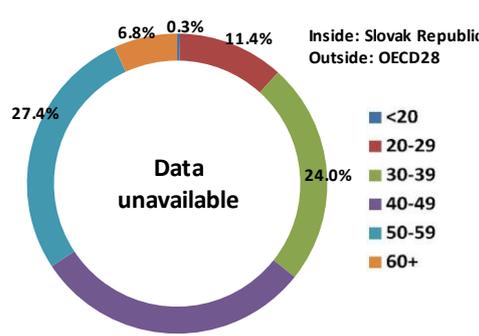
Background

<p>Employment in central government under the main General Employment Framework (GEF):¹</p> <p>2011: 36 205 employees</p> <p>Total employment in the general government sector as a percentage of labour force (2010):[†]</p> <p>13.3%</p>	<p>Central human resources management body:</p> <p>No central HR body exists.</p>	<p>Government centralisation (2008)^{††}</p> <p>Data unavailable</p>
	<p>Government production costs (2010)^{††}</p> 	<p>Type of recruitment system (2010)</p> <p>Career based Position based</p> <p>■ Slovak Republic ◆ OECD33</p>

Legal Framework

<p>GEF covers all employees: Yes</p> <p>GEF includes fixed-term contracts: Yes</p> <p>Private law applicable in public sector: Yes</p>	<p>There are three main acts which govern employment in the public sector in the Slovak Republic: the Act on Civil Service; the Act on Public Service; and the Act on Remuneration of Public Servants. Public employees have the right to strike and unionise, and receive full funding of social security and pensions. Fixed-term contracts are allowed under the GEF and have similar terms to open-term contracts, but open-term contracts are more common.</p>																															
<p>Staff have the right:</p> <table border="1"> <tr> <td></td> <td>to unionise</td> <td>to strike</td> </tr> <tr> <td>Public sector</td> <td>Yes</td> <td>Yes</td> </tr> <tr> <td>Private sector</td> <td>Yes</td> <td>Yes</td> </tr> </table>		to unionise	to strike	Public sector	Yes	Yes	Private sector	Yes	Yes	<p>Benefits, to which employees are entitled to, are:</p> <table border="1"> <tr> <td></td> <td>Full funding of social security</td> <td>Partial funding of social security</td> <td>Some funding of pensions</td> </tr> <tr> <td>Public sector</td> <td>Yes</td> <td>No</td> <td>Yes</td> </tr> <tr> <td>Private sector</td> <td>Yes</td> <td>No</td> <td>Yes</td> </tr> </table>		Full funding of social security	Partial funding of social security	Some funding of pensions	Public sector	Yes	No	Yes	Private sector	Yes	No	Yes	<p>Firing rules provide:</p> <table border="1"> <tr> <td></td> <td>Different guarantees about job protection / dismissal</td> <td>Guarantees in favour of life-long employment</td> </tr> <tr> <td>Public sector</td> <td>Yes</td> <td>Yes</td> </tr> <tr> <td>Private sector</td> <td>Yes</td> <td>Yes</td> </tr> </table>		Different guarantees about job protection / dismissal	Guarantees in favour of life-long employment	Public sector	Yes	Yes	Private sector	Yes	Yes
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Composition of Employment

<p>Central government employment (2011)¹</p> <p>Total employment under GEF: 36 205 employees</p> <p>Part-time employment: No Data</p> <p><i>Part time is defined as employees working less than 33.5 hours per week.</i></p> <p>Gender in central government (2009)¹</p> <p>Female participation in central government workforce: No Data</p> <p>Share of top and middle positions who are women: No Data</p> <p>¹ Data refer to all civil servants (excluding public servants), not only to civil servants working in the central government</p>	<p>Percentage of employees aged 50 years or older in central government and total labour force (2000, 2005 and 2009)*</p>  <p>Age structure of central government 2009</p>  <p>Inside: Slovak Republic Outside: OECD28</p>
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Data are unavailable regarding part-time employment in the Slovak Republic. Some data is available regarding the age structure in central government, but it only refers to two ministries and the Government Office, hence it is not statistically robust. It shows a polarised workforce, comprising a larger than average proportion of employees aged 50 years or older, 37.8% in 2009, and a significantly larger proportion of those under 30 years, 23.3% in 2009. The OECD averages are 34.3% and 11.7%, respectively. The total labour force is ageing at a much faster rate than the OECD average, but starting from a lower level. Data regarding gender in central government are only available for a single ministry. In this ministry women account for 40.9% of all positions and 22.5% of management, which is below the OECD averages of 49.5% and 34.7%, respectively. Again, these figures are not statistically robust; however, they show a steady increase in female participation within the ministry over the past decade, particularly with regard to management level employment.

SLOVAK REPUBLIC

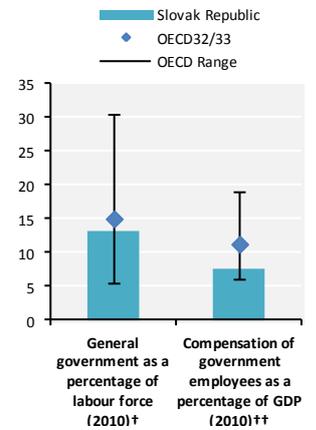
Public Sector Restructuring

The Slovak Republic is one of 27 OECD countries which reported an anticipated decrease in public employment levels as a result of planned reforms. Implemented measures aimed at reducing the cost of public sector employment have included a hiring freeze, and the current consolidation plan aims to cut the state wage bill by 10%, which would represent 0.9% of nominal GDP by 2015. Employment regulation includes provision to dismiss open term employees when the government seeks to restructure; however, reallocation possibilities must be offered beforehand and the employee receives a severance allowance. General government sector employment (excluding public corporations) as a percentage of the labour force, 13.3% in 2010, is significantly below the OECD average of 15.1%. In addition, compensation of employees as a percentage of GDP is one of the lowest of all OECD countries at 7.7%.

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



Organisation of HR Management

Decentralisation of HR Management

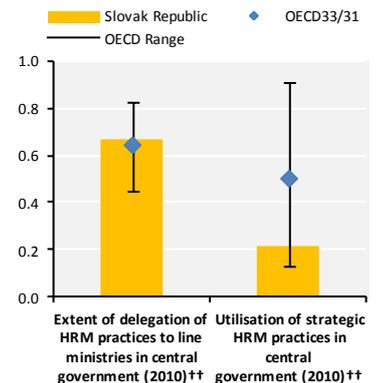
Central HRM unit:	No central HR unit exists.
Personnel, budget and pay delegation:	<ul style="list-style-type: none"> • The pay system is centrally managed but allows ministries some latitude in practice. • Budget allocation and the management of posts are delegated to ministries.
Classification, recruitment and dismissal delegation:	<ul style="list-style-type: none"> • Dismissal due to restructuring is managed centrally. • Management of the post classification system, recruitment, contract duration, and individual dismissal allows some latitude for ministries in application. • Career management is delegated to ministries.
Employment conditions delegation:	<ul style="list-style-type: none"> • Working conditions, performance appraisal and equal opportunity issues are set centrally but allow some latitude for ministries. • The code of conduct is the responsibility of the ministry.

Strategic HR Management

Existence of HRM accountability framework for managers:	No General Accountability Framework exists.
HRM targets feed performance assessments:	No
Regular HRM assessment of ministries and departments:	No
Top & middle management plan and report on:	<ul style="list-style-type: none"> • General people management
Forward planning use:	Yes, with framework design left to discretion of different organizations.
Forward-planning horizon:	4 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

The Slovak Republic is one of only two OECD countries who do not have a central human resources management (HRM) body. Despite this, many HRM issues are centrally coordinated and the extent to which the Slovak Republic delegates HRM practices to line ministries is consistent with the average OECD country. Overall, delegation of HRM practices has led to a comparable framework across all central

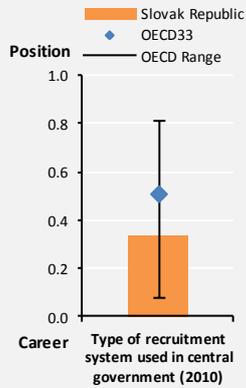
government. The Slovak Republic makes little use of strategic HRM practices in central government and is well below the OECD average. The primary reason for this is the lack of a General Accountability Framework for management and no regular HRM assessments of ministries. Forward planning utilises a relatively long horizon but only covers a narrow range of issues.



HR Management Practice

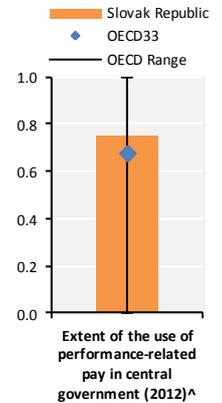
RECRUITMENT: Decisions regarding entry into the civil service are delegated to the organisation level and are regulated by an examination. Applicants apply to specific posts, most of which are open to external recruitment.

MOBILITY: There are no plans to increase or decrease mobility within government. External mobility is accepted but not actively promoted, although employees bear no costs if they do not return to the civil service.



PERFORMANCE: Formalised performance assessment is not used in the Slovak Republic; however, performance-related pay is used. Civil servants can be subject to (but it is not obligatory) a personal, performance-related bonus which is paid regularly each month and can represent up to 100% of basic salary. In addition, a performance-related component can also be applied during periods of high workload.

PROMOTIONS: Qualifications are relevant factors for promotion decisions regarding all staff except technical support staff, and years of experience is also relevant for management. Education poses a formal restriction to promotion between hierarchical levels. Openings are published on transparent listings (usually on the internet or intranet) and no specific diversity policies are in place to advance promotion of under-represented groups



PAY SETTING: Remuneration negotiations are conducted in a single collective bargaining arrangement for the whole central government and revised on an annual basis. Base salary is indexed to the development of average salaries across the Slovak Republic. Qualifications and job content are the most important determinants of base salary across all hierarchical levels, with seniority and experience also having some impact. Seniority pay is used, as basic salary is increased by 1% for each year of service.

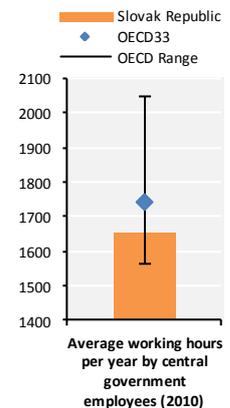
Most important factors to determine base salary	Top Management	Middle Management	Professionals	Secretarial Level	Technical Support
Educational qualification	◐	●	●	●	●
Job content	◐	●	●	●	●
Ministry	○	○	○	○	○
Performance	○	○	○	○	○
Age	○	○	○	○	○
Seniority in the position	◐	◐	◐	◐	◐
Relevant experience	◐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

● Key importance ◐ Somewhat important ○ Not at all important

TRAINING: Each civil servant has a right to at least 5 days of training per year. The service Office covers all costs of training and manages training within the organisation. Training of civil servants consists of three types: (1) Adaptive training, which is focused on new civil servants and consists of general knowledge about the constitution, acts relating to the civil service, the EU, etc., and specific information about the service office, its tasks, and directions, etc.; (2) Continuous training, which is focused on professional, language and management training; and (3) Specific training, which deals with priority areas determined by the government, such as IT and personal development.

WORK CONDITIONS: The average yearly working hours in the Slovak Republic, 1 655 hours in 2010, is lower than the OECD average of 1 745 hours. This is driven by slightly lower weekly working hours and a high number of public holidays.

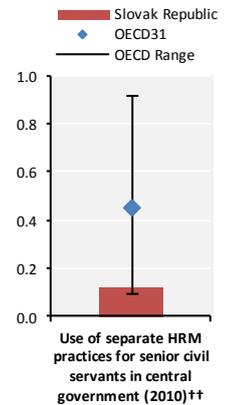
Number of regular working hours per week:	37.5
Average number of annual leave days per year:	25
Average number of bank (public) holidays per year:	15
Total number of hours worked per year:	1 655



Senior Management

The Slovak Republic uses separate HRM practices for senior civil servants (SCS) to a much lesser extent than the average OECD country and lies close to the bottom of the range. The civil service does not distinguish between junior and senior professionals, no policies are in place to identify leadership early in their careers and there is no centrally defined skills profile for managers. However, the Act on Civil Service defines the position and responsibilities of the head of service Offices and

managers. All openings for management positions are open to external recruitment. The relevant minister and the legislature have influence over the appointment of the heads of service office (highest level) and directors general. Others in ministry also have influence over all but the highest level of management appointments. All of the heads of service office and many of the advisors and directors general turn over with a change in government.



Industrial Relations

Civil service unions are involved in employment negotiations to a somewhat minor extent compared to other OECD countries and do not receive public funding. In particular, they must be consulted regarding base salary and working conditions, which are set through centralised negotiations. Union involvement in negotiations on working conditions can take the form of either high-level collective agreements or collective agreements with each service office that has

union members among its employees. Negotiations over salaries can only occur at higher levels. Unions are voluntarily consulted regarding the employment framework and are not usually involved in other negotiations. The employment framework and code of conduct are negotiated at a decentralised level only. All public employees are granted the right to unionise and most are guaranteed the right to strike, except in times defined by customary practice and convention.

Reforms

A reform of the public service is planned for 2013, focusing on developing an effective, reliable and open public service. No further information was provided regarding the proposed reforms.

Challenges

- Keeping public servants motivated, especially considering the decrease in number of public servants and subsequent increase in workload.
- Establishing the public service as an attractive workplace in order to ensure a skilled and talented workforce can be recruited and maintained.

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.

° 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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