

# **PEER REVIEWERS' RECOMMENDATIONS AND THE CZECH STATISTICAL OFFICE (CZSO) IMPROVEMENT ACTIONS IN RESPONSE TO THE RECOMMENDATIONS**

## Peer reviewer's recommendations and improvement actions in response to the recommendations

### *The National Statistical System*

- 1. *The responsible Czech authorities should promote legislative amendments laying down clear provisions for the appointment and dismissal of the President of the Czech Statistical Office in line with the European statistics Code of Practice. (European statistics Code of Practice, indicator 1.8.)***

#### **Current situation:**

The Czech Statistical Office (CZSO) expressed a divergent view on this recommendation. Concerning the Recommendation 1 the CZSO is of the opinion that the existing legislation meets the essence of the indicator 1.8.

#### **Improvement action:**

The Czech Statistical Office has a divergent view on this recommendation and therefore no improvement action is foreseen.

#### **Timeline:**

N.A.

**2. The Czech Statistical Office should establish a clear definition of which statistics are to be classified as official statistics, and should update or create agreements with the producers of these official statistics in order to formalise the National Statistical System. (Coordination.)**

**Current situation:**

The term “official statistics” is not widespread in the Czech Republic, since the State Statistical Service Act (SSSA), as the only national legislative act that defines “statistics”, does not contain it. From the formal legislative point of view, it is appropriate to speak about “outputs of the State Statistical Service in accord with the State Statistical Service Act”. There is an explicit legislation-based distinction between different outputs originating within public administration bodies: i.e. outputs of the State Statistical Service in accord with the SSSA and/or the Regulation (EC) No. 223 on European statistics (or the Code of Practice, respectively) and all the other outputs. The CZSO makes agreements with ONAs on mutual data exchange and methodological collaboration in various areas of interest (such as classifications, concepts, use of mathematical methods).

**Improvement action 2: *Further formalisation of the National Statistical System***

A debate within the CZSO and of the CZSO and other statistics producers about outputs of the State Statistical Service will be launched. This will go in line with the creation of the official list of statistical products specifying the term “European statistics” started by Eurostat. Based on the outcome of the discussion the CZSO will perform the analysis of existing agreements and their potential amendment if necessary.

According to the plans, approximately two agreements will be analysed per year. The plans will have to be modified when the necessary outcome of Eurostat’s discussions about “European statistics” has been finished.

**Timeline:**

June 2017. Tentative timeline because, according to our previous comment, we are dependent on Eurostat’s debate regarding the clarification of the term “European statistics”. Only then a more precise timeline could be provided.

**3. The responsible Czech authorities should amend the provisions in the State Statistical Service Act with regard to the Czech Statistical Council: these should cover its advisory role for the National Statistical System, its membership and its chairmanship. (European statistics Code of Practice, indicator 11.1 and Coordination.)**

**Current situation:**

The Czech Statistical Office expressed a divergent view on this recommendation. The Czech Statistical Council has a clear advisory role for the National Statistical System following from the interpretation of the State Statistical Service Act (SSSA). According to the Act the CZSO is the sole institution responsible for coordination of the National Statistical System. Being an advisory body of the CZSO, the Council discusses and adopts views on the issues concerning the National Statistical System and therefore it does influence actions of the CZSO in this field in practice manner. As for the membership and chairmanship concerns expressed in the report, the SSSA clearly stipulates the highest demand on the professionalism, that is secured by the fact that the membership is not substitutable, and, at the same time, on practical independence of the Council members, since the membership is honorary (i.e. without any financial remuneration). In reaction to the peer review team remarks about the limited “visibility of the Czech Statistical Council” the CZSO will intensify communication of the Council activities by regularly publishing meeting minutes on its website and will also more actively inform about important standpoints and results of discussions in an ad-hoc manner.

**Improvement action 3: *Intensification of communication of the Council activities***

The communication of the Council activities will be intensified by regularly publishing meeting minutes on the CZSO website, including the archive of minutes from the previous years.

**Timeline:**

August 2015

**4. The responsible Czech authorities should establish a coordination body for the producers of both European and national statistics. (European statistics Code of Practice, indicator 7.1 and Coordination.)**

**Current situation:**

The CZSO coordinates the preparation of statistical surveys (consults other statistics producers on collected data in order to avoid duplicities in surveys and to reduce response burden), cooperates with other producers of statistical data in preparations and implementation of statistical classifications and code lists and provides methodological assistance in carrying out the State Statistical Service.

**Improvement action 4: *Establishment of a coordination body for the producers of European and national statistics***

The CZSO will formalize the existing coordination structure. Concrete actions will reflect the outcome of Eurostat's discussion about what the "coordination" encompasses. We will identify individual parties and steps of the coordination process and set up rules and procedures to be followed.

**Timeline:**

June 2016

## ***Enhancing quality management***

***5. The Czech Statistical Office should appoint a quality manager, who would be responsible for a more integrated and systematic implementation of quality management in the Czech Statistical Office and further act as an advocate of European quality guidelines in the wider National Statistical System. The quality manager should ensure that all new staff members receive appropriate training in quality policy and procedures. (European statistics Code of Practice, indicators 4.1 and 4.2.)***

### **Current situation:**

Due to budget constraints, the CZSO approach to quality management was changed some years ago and the responsibilities for quality assurance activities and best practices were transferred from a dedicated quality unit to line management structures. One of the CZSO Vice-Presidents is in charge of overall coordination of quality assurance activities. Quality issues are regularly discussed at management meetings. Training activities are organized by the Human Resources and Wages Department.

### **Improvement action 5.1: *Establishment of the position of quality manager***

The position of quality manager was recreated and subordinated to the Vice-President of the Czech Statistical Office.

### **Improvement action 5.2: *Training of staff members in quality***

Quality related training organized by the Human Resources and Wages Department will continue and will be incorporated within the Catalogue of Courses.

### **Timeline:**

**5.1:** July 2015

**5.2:** February 2016

**6. The Czech Statistical Office should continue its work in building a metadata system, including a system of quality indicators in line with European standards. The Czech Statistical Office and the other national statistical authorities should publish metadata and standard quality reports for all the statistics they produce. (European statistics Code of Practice, indicators 4.3, 7.1, 15.5, 15.6 and 15.7.)**

**Current situation:**

The CZSO publishes some quality reports on the basis of EU legislation. Generally, although, it only provides the quality reports to Eurostat, which publishes them in conjunction with the reports of other EU Member States. As regards documentation on methodology, the CZSO publishes information about statistics on its website. This information is not standardized and is mostly available in Czech. The new RSIS (Re-Designed Statistical Information System) should improve the situation in 2016. The RSIS is a metadata-driven system that has a high potential to improve the management of statistical quality. One of the RSIS subsystems (called SMS-Quality) focuses on metadata for statistical quality. The subsystem tools are designed to meet the quality requirements. The subsystem provides an interface for metadata import from other databases (e.g. such as response rates). It is designed as a flexible tool for monitoring, comparing, and assessing both product and process quality and can be used as a supporting tool for quality reporting for self-assessment and auditing. Evaluation of tools of the new SMS-Quality subsystem started for selected statistical datasets.

**Improvement actions 6.1 to 6.3: Analysis of metadata published by the CZSO and their subsequent harmonization and publication**

**Improvement action 6.1:** Making already compiled quality reports available via the CZSO website.

**Improvement action 6.2:** Metadata structures and quality reports published in respective statistical domains will be analysed and proposals for their harmonization and completion in line with European standards will be developed.

**Improvement action 6.3:** Quality reports in line with European standards will be published.

**Timeline:**

**6.1:** December 2015

**6.2:** December 2016

**6.3:** December 2017

**7. The Czech Statistical Office should publish user-oriented summaries of methodological audit reports conducted by external reviewers. (European statistics Code of Practice, indicators 6.4 and 15.6.)**

**Current situation:**

External methodological audits make an integral part of the philosophy of the CZSO continuous improvement of processes and products. Methodological audits of key statistics are conducted by teams of mostly external experts. In the methodological audits, the main focus is on quality and user needs. Each audit team is chaired by an external expert and includes key users such as representatives of the public administration bodies, universities, or the Czech National Bank. The teams examine the whole production process and the outputs, and subsequently produce reports with recommended improvement actions. The reports are discussed by the CZSO top management and the Czech Statistical Council. Then conclusions and approved improvement actions are applied. While the audit reports are made available on the CZSO intranet, they are not disclosed to the public.

**Improvement action 7: *Publishing summaries of methodological audits on the CZSO website***

Summaries of methodological audits will be published on the CZSO website.

**Timeline:**

December 2015

**8. The Czech Statistical Office should produce a consolidated policy document on statistical confidentiality and publish it on its website. (European statistics Code of Practice, indicators 5.4 and 5.5.)**

**Current situation:**

The Czech Statistical Office has several documents dealing with statistical confidentiality: Dissemination Policy of the CZSO, Ethical Code of Employees of the CZSO, Directive No. 3/2015 on the Principles of Providing Statistical Information from the CZSO to External Users, and Mission, Vision and Priorities of the CZSO.

**Improvement action 8: *Production and publishing of a consolidated policy document on statistical confidentiality***

The CZSO will develop a consolidated policy document on statistical confidentiality and publish it on its website.

**Timeline:**

December 2015



## ***The needs of users***

**9. *The Czech Statistical Office should intensify consultation with its users by conducting a regular survey of key users, and by establishing user groups for the main statistical areas. (European statistics Code of Practice, indicator 11.3.)***

### **Current situation:**

The Czech Statistical Office has a number of contacts to users and employs various communication channels. A user satisfaction survey is regularly organized. The next one is planned for October – November 2015. A satisfaction survey for web users is planned for November – December 2015, too. Users' requests are recorded on a regular basis including unsatisfied demands. Many informal user groups exist and respective departments use them for discussions concerning respective statistical domains.

### **Improvement action 9.1: *Consideration of a survey among key users***

Results of the user satisfaction survey (which will be implemented at the end of 2015) will be analysed according to the main users' groups (incl. key users – i.e. media, analytics, governmental institutions etc.). On the basis of the results of the user satisfaction survey the CZSO will consider the subsequent introduction of a survey among special key users.

### **Improvement action 9.2: *Formalization of existing user groups for the main statistical areas***

The CZSO will establish user groups for the main statistical areas: social statistics, business statistics, macroeconomic statistics and agricultural and environmental statistics.

### **Timeline:**

**9.1** Analysis of the results of the Users satisfaction survey: December 2015; end of discussion/decision on the introduction of a survey among key users: June 2016

**9.2** December 2016

**10. The Czech Statistical Office should, where feasible, provide custom-designed analyses to users. (European Statistics Code of Practice, indicator 15.3.)**

**Current situation:**

The Czech Statistical Office performs analyses and issues numerous analytical publications. Many of them are developed based on respective user requirements. The CZSO provides users with custom-designed tables and database extracts. Moreover, public databases provide opportunity to extract data and thus will become more important in the future.

**Improvement action 10: *Testing demand for analytical outputs***

The CZSO will collect best practices among NSIs, analyze the demand for tailor-made analytical outputs by selected users (or groups of users) and consider the related financial and personnel costs.

**Timeline:**

December 2016

**11. *The Czech Statistical Office should provide improved access to microdata, either in a safe centre on the premises (in the head office or regional offices) or via remote access. It should estimate the costs of the various options and discuss possible funding options with research establishments and the central authorities. (European statistics Code of Practice, indicator 15.4.)***

**Current situation:**

Currently, the CZSO provides researchers with access to microdata. This is carried out by transferring standard, prepared, anonymised datasets to researchers.

**Improvement actions 11.1 and 11.2: *Testing demand for improved access to microdata***

**11.1:** The CZSO will carry out a survey among microdata users, if they are interested in a remote access, safe centre, or whether they are satisfied with the current situation.

**11.2:** In case there is demand from the microdata users, the CZSO will conduct a feasibility study of both the solutions, taking into consideration budget, additional personnel requirements, and needed infrastructure.

**Timeline:**

**11.1:** June 2016

**11.2:** December 2016 (In case there is demand from the microdata users)

## ***Enhancing efficiency***

**12. *The Czech Statistical Office should take steps to encourage all business entities to provide data online, and should, where feasible, offer an Internet response option in household surveys. (European statistics Code of Practice, indicators 9.3, 10.2 and 10.3.)***

### **Current situation:**

Electronic data collection for business surveys started in 1996. It is a prevailing form of data collection. Although promotion of online tools is already a standard part of communication with respondents, still there is some space to coordinate these activities from the strategic point of view. As regards household surveys, data are collected by interviewers mainly using the computer-assisted personal interviewing (CAPI). The decentralised computer-assisted telephone interviewing (CATI) is used more and more in surveys with repeated interviews, such as the Labour Force Survey. Implementation of the CAWI in household surveys is foreseen in the medium term future. The progress is limited by shortage of human resources and will depend on the ability to keep the core team of experienced dedicated staff in the respective unit.

### **Improvement action 12.1: *Online data collection strategy***

The CZSO will develop a strategy for effective promotion of online data collection.

### **Improvement action 12.2: *Testing the CAWI in household surveys***

The CZSO will test the CAWI in household surveys.

### **Timeline:**

**12.1:** December 2016

**12.2:** December 2018

**13. *The Czech Statistical Office should have a more active partnership with the business community by setting up a permanent liaison group to discuss topics related to data provision both for European and national purposes. (European statistics Code of Practice, indicator 9.3.)***

**Current situation:**

Currently the communication with respondents is carried out via several channels. Representatives of important user organizations are members of the Czech Statistical Council. For more detailed or more technical issues there is a number of bilateral contacts with representative organizations or even individual companies depending on topics to be discussed. No permanent group representing exclusively respondents exists at present.

**Improvement action 13: Establishing of a respondent group**

The CZSO will establish a permanent group of representatives of respondents.

**Timeline:**

March 2016

**14. The Czech Statistical Office should establish an internal expert team to deal with data from large enterprises and cooperation with the corresponding data providers in order to improve the coherence and consistency of various statistics. (European statistics Code of Practice, indicator 14.1.)**

**Current situation:**

The CZSO is aware of the possible benefits that can be brought by special treatment of the most important respondents and the idea of a special dedicated team is being already discussed internally. The exact role of the team under consideration still needs to be clarified as well as its governance, links with other new activities (e.g. profiling), and costs/benefit analysis needs to be performed.

**Improvement action 14: Analysis of pros and cons and subsequent decision**

The CZSO will analyze possible pros and cons of establishing an internal expert team for treatment of the data from the largest respondents as well as its impact to the internal processes. Next steps will be decided subsequently.

**Timeline:**

December 2016 (analysis of the possible pros and cons of establishing an internal expert team)

**15. The Czech Statistical Office should investigate possibilities of introducing selective editing procedures in relevant statistical areas to improve the efficiency of the data-editing process. (European statistics Code of Practice, indicators 8.5 and 10.1.)**

**Current situation:**

The CZSO system of data editing is primarily aiming at micro-editing at the level of an individual record. However, especially in the case of large integrated business surveys (as the SBS, e.g.), it employs an advanced system of prioritization rules for the editing. The CZSO sees further opportunities to improve these methods aimed at increasing efficiency.

**Improvement action 15: Analysis of possibilities for the deployment of selective editing procedures**

The CZSO will analyze and assess possibilities to broaden the coverage of selective editing procedures.

**Timeline:**

December 2016

**16. The Czech Statistical Office should establish a working-time recording system in order to provide reliable cost estimates for both statistical products and statistical processes. (European statistics Code of Practice, indicator 10.1.)**

**Current situation:**

In the past, the CZSO used an extensive working-time recording system. In reaction to significant budget cuts and respective personnel reductions the system was discontinued due to its substantial administrative burden. Currently, the CZSO can provide only rough estimates of costs at the product level.

**Improvement action 16: *Analysis of possibilities for the deployment of a fit-for-purpose working-time recording system***

The CZSO will assess possibilities of monitoring and reporting of costs, including working-time recording system issues.

**Timeline:**

December 2016

**17. The Czech Statistical Office should commission external consultants to analyse the use of resources in the various stages of statistical production, and in particular to review the division of staff between the central and regional offices. (European statistics Code of Practice, indicators 3.1 and 10.1.)**

**Current situation:**

The CZSO has been rationalizing its structure over last several years. At present the CZSO has Regional Offices in the 14 self-governing regions of the Czech Republic. Over a half of the CZSO staff is located in the Regional Offices. All Regional Offices are responsible for data collection at households and for providing external users with information services. Several Regional Offices have units that process data at the country-level for a particular field; business statistics is processed in Plzeň, price statistics in Hradec Králové, etc. In 2005-2009 the CZSO had to reduce staff by about 400 persons and majority of the reduction was carried out in the Regional Offices. Since 2009 there have been less significant reductions in staff in both the Headquarters and the Regional Offices. Nevertheless the CZSO considers the current structure to be efficient. Potential use of external consultants depends on the availability of financial resources. The Ministry of Finance of the Czech Republic determines a binding annual budget chapter of the CZSO.

**Improvement action 17: *Submission of a requirement to the budgetary authority***

While preparing the state budget for 2017 the requirement for financing of efficiency analysis by external consultants will be brought up.

**Timeline:**

December 2017

**18. *The Czech Statistical Office should develop a project aimed at identifying the statistical potential of new data sources; assessing whether the current legal framework needs to be modified to allow access and upgrading production systems, tools and skills to process and analyse the data. (European statistics Code of Practice, Principles 2, 8, 9, 10, 11 and 13.)***

**Current situation:**

The CZSO intends to explore the potential of new data sources. The current strategy is based on gathering experience from individual projects like the use of mobile phone data for tourism statistics or use of scanner data, where negotiation with data owners just started. Even partial experience shows, that the term “new data sources” covers a wide area of data implying various issues and requiring different approaches. As regards a comprehensive assessment of the new data sources, we take a note of the ESS.VIP project on big data, which is expected to bring many valuable inputs, including the list of potential data sources. The CZSO intends to use results of this project with respect to the resources available but duplication of work should be avoided. At the current stage the CZSO prefers the bottom-up approach, in which impacts are analyzed as a part of respective projects.

**Improvement action 18: *Assessment of outcomes of existing projects***

The CZSO will assess outcomes of existing activities with regard to the need of developing a general strategy for new data sources. The search for other potential projects will continue. If needed the CZSO will start discussions to modify the current legal framework.

**Timeline:**

December 2018



## ***Improving access to administrative data***

**19. The responsible Czech authorities should amend the State Statistical Service Act so that the Czech Statistical Office has the unambiguous and undeniable right to obtain administrative data, including ongoing updates, when they are needed for statistical purposes. This right should not be limited to specific sources or specific variables. The Czech Statistical Office should also have the right to access administrative data in order to assess the statistical potential of such data. (European statistics Code of Practice, indicators 2.2, 8.8, 9.4 and 10.3.)**

### **Current situation:**

The Czech Statistical Office expressed a divergent view on this recommendation. The CZSO is fully convinced that the necessary provisions are already included in the State Statistical Service Act. These have been lately significantly supported by the directly applicable and amended regulation on European statistics. The gist is the practical enforcement of these provisions since sometimes they conflict with other legislation. This, however, must be resolved by negotiations with other ministries. Under these conditions, negotiations with the office of the Minister for Human Rights, Equal Opportunities and Legislation, Chairman of the Government Legislative Council will be initialized in order to acquire an official position on the extent of the CZSO mandate according to Article 17a "Access, use and integration of administrative records" that will be used during further negotiations with respective owners of administrative data sources.

### **Improvement action 19: Reinforcement of negotiations with administrative data owners**

Negotiations with the Office of the Minister for Human Rights, Equal Opportunities and Legislation, Chairman of the Government Legislative Council will be initialized in order to acquire the official position on the extent of the CZSO mandate according to Article 17a "Access, use and integration of administrative records".

### **Timeline:**

December 2015

**20. The relevant administrative authorities should provide data to the Czech Statistical Office in a reasonable timeframe and free of charge: any costs involved in providing the data should be borne by the administrative authority. (European statistics Code of Practice, indicator 2.2.)**

**Current situation:**

According to Section 9 (1) of the SSSA: “Bodies performing the State Statistical Service use data acquired or collected by ministries and other administrative authorities under special regulations. Ministries and other administrative authorities are bound to provide them with the necessary data on their request in time and free of charge unless otherwise stated by this Act.” The provision of data “for free” has been interpreted by the CZSO as the providing the data itself at no charge per a data unit. However, adjusting information systems of the data owners in order to enable them to provide the CZSO with the data may quite naturally involve significant financial requirements. Furthermore, the data owners may not be aware of these future requirements while planning their budgets. Since the state budget is the amount of money that is redistributed between the budgetary organizations, the question is, which entity should request the necessary financial amount within the budgetary planning process (i.e. the CZSO or the data owner). In this respect, issue of financing is a matter of budgetary rules and overall resource scarcity, and therefore not an obstacle set by the respective data owner. In order to support the CZSO position in possible negotiations with respective administrative data owners the CZSO plans to inform relevant administrative authorities on the aforementioned improvement actions in light of the amended Regulation (EC) No. 223 on European statistics.

**Improvement action 20: Informing administrative data owners**

Following the European Code of Practice and the amended Regulation (EC) No. 223 on European statistics the CZSO will inform relevant administrative authorities on the Office right to access administrative data within a reasonable timeframe and free of charge.

**Timeline:**

June 2016

## **Strategic planning and organisational matters**

**21. The Czech Statistical Office should produce a multi-year strategic plan after widespread consultation with stakeholders and with the Czech Statistical Council. The existing annual Priority Tasks publications and the Annual Reports should be modified to provide annual implementation plans and progress reports aligned with the strategic plan. (European statistics Code of Practice, Principle 11.)**

### **Current situation:**

The hierarchical structure of the CZSO system of strategic planning includes the following documents: Mission and Vision, Strategy, Key Priorities for the Period up to 2020, and Work Programme of the Office, including Programme of Statistical Surveys, Catalogue of Products, Draft Budget, and Priority Tasks for the current year. These define the direction of development, principles of implementation, and shape of the Office activities in long-, mid-, and short-term prospects.

### **Improvement action 21: Analysis of the most suitable form of a multi-year strategic plan**

The CZSO will analyze planning documents of national statistical institutions in other countries as well as those of Eurostat as a basis for the decision on the form and structure of the multi-year strategic plan.

### **Timeline:**

June 2016

**22. The responsible Czech authorities should consider transferring responsibility of the production of European statistics from some ministries to the Czech Statistical Office. (European statistics Code of Practice, indicators 4.3 and 10.4.)**

### **Current situation:**

Currently, there are eight ONAs in the Czech Republic, which produce European statistics. All of these conduct statistical surveys that are part of the annual Programme of Statistical Surveys. Analysis and discussions with ONAs on the possibility of transferring responsibilities for the production of European statistics have been carried out in 2012-2013 as a part of the relevant governmental assignment. The analysis indicated that under conditions of that time the eventual transfer would have been inefficient.

### **Improvement action 22: Consideration of the transfer of responsibilities for the production of European statistics**

The CZSO will continue discussions with other national producers of statistics aiming at clarifications of pros and cons and will initiate transfers if feasible.

### **Timeline:**

June 2019

**23. The Czech Statistical Office should upgrade its human resources development strategy, covering internal mobility and job rotation (particularly for junior staff), personal development plans; staff appraisal and a skills matrix to identify any significant skill gaps. (European statistics Code of Practice, indicator 7.6.)**

**Current situation:**

The new Civil Service Act is currently being implemented in the Czech Republic. According to the Act the civil servants are assigned to concrete systemized positions. Every vacant systemized position must be filled based on a selection procedure. This Act does not enable job rotation, however short-term rotations across the CZSO departments are possible.

**Improvement actions 23.1 and 23.2: *Short-term internships, competency model***

**23.1:** The CZSO will adopt a policy for short-term rotations across the CZSO departments.

**23.2:** The CZSO will create knowledge and skills competency models for groups of staff members (top managers, managers, specialists, and other employees) required for staff appraisal.

**Timeline:**

**23.1:** December 2016

**23.2:** December 2016

**24. *The Czech Statistical Office should introduce a policy to improve internal communications, increase its staff engagement, enhance the involvement of junior staff in office-wide development projects and cross-sectional working groups, and increase the transfer of skills and knowledge. (European statistics Code of Practice, Principles 4, 10, and indicator 7.6.)***

**Current situation:**

The CZSO Internal Communication Policy was adopted back in 2010. In view of significant organizational and personnel changes that have taken place in recent years there is a need to revise the policy and reinforce its implementation by stressing and supporting the higher staff engagement, involvement of junior staff, and more active skills and knowledge transfers among others.

**Improvement action 24: *Revision of the CZSO Internal Communication Policy***

The CZSO Internal Communication Policy will be revised.

**Timeline:**

June 2016

**25. *The Czech Statistical Office should have the appropriate policies in place to recruit, retain and develop experts with specialist skills. This applies to information technology staff in particular. (European statistics Code of Practice, indicators 3.1 and 7.6.)***

**Current situation:**

Conditions on the labour market in the field of experts with specialist skills have changed. The policy of their recruitment, retainment, and development will be general, not aimed at only one particular group of experts. The recruitment has to follow the newly adopted Civil Service Act.

**Improvement action 25: *Policy to recruit, retain, and develop experts***

Within the framework of the newly adopted Civil Service Act, the CZSO will establish a policy to recruit, retain, and develop experts with specialist skills.

**Timeline:**

June 2017