

PEER REVIEW REPORT

ON COMPLIANCE WITH THE CODE OF PRACTICE AND
THE COORDINATION ROLE OF THE NATIONAL STATISTICAL INSTITUTE

CZECH REPUBLIC

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1. EXECUTIVE SUMMARY

The Czech Statistical Office (CZSO) is the main producer of European statistics in the Czech Republic and the central authority for Czech statistics according to the State Statistical Service Act (SSSA). Its independence and professionalism are widely recognised and unchallenged and it enjoys a high level of trust.

Ministries also produce statistics under the SSSA and other legislation and eight ministries produce European statistics. In addition, other public bodies produce statistics that could be deemed official. However, the term “official statistics” is not exactly defined in the Czech Republic. A clear definition as to which national statistics are to be regarded as European statistics and which as official statistics would help the CZSO to establish a precise list of all producers of official statistics. Moreover, it would provide clarity for users and make the statistical data more accessible. It would also help to establish and provide visibility to the brand of official statistics in the Czech Republic. In accordance with this, the Peer Review team recommends that the CZSO should define which national statistics are to be classified as official statistics.

The Czech Statistical Council, as the advisory body for the CZSO, plays an important role in the development of both the CZSO and the National Statistical System (NSS). While it is an advisory body for the CZSO only, the Council also has some responsibility for the whole NSS. To resolve this lack of clarity, the Peer Review team proposes an amendment to the SSSA concerning the scope and tasks of the Council. The broader mandate of the Council will improve the coordination role of the CZSO and strengthen the NSS in the Czech Republic.

The CZSO has a long, systematic and successful tradition of implementing quality. For example, as part of its continuous improvement strategy, the CZSO arranges external methodological audits on a regular basis. In recent years, however, pressure on resources has resulted in the CZSO downsizing its quality activity and abolishing the quality manager post. Aimed at avoiding any loss of competency in this area and to build on successful achievements, the Peer Review team recommends that work on quality should be built up again in order to effectuate a more integrated and systematic implementation of quality management.

The SSSA gives the CZSO a mandate to access administrative data. The developments concerning the implementation of this mandate are generally positive. However, the SSSA is very specific and restrictive towards the data that can be accessed and even this is not without problems due to a restrictive interpretation of the law or administrative and financial obstacles. Moreover, the right to access data for evaluating their potential for statistical purposes is not implemented. Therefore, amendments to the legislation should be made to further improve and clarify the CZSO’s mandate to access administrative data.

Efficiency is one of the CZSO’s strategic targets based on the use of standardised methods and tools. The aspects in focus include the increased use of administrative data, the transfer of national statistics from Other National Authorities producing European statistics (ONAs) to the CZSO, enhancing electronic data collection, and participation in the process of building a system of registers usable for statistical purposes. The strategy is supported by the implementation of the project Redesign of the Statistical Information System (RSIS), which involves the unification of the technical environment for collecting, processing and publishing statistics. The Peer Review team considers that further efficiency gains could be achieved by introducing more sophisticated editing techniques on one hand and by obtaining detailed information on the costs of statistical process steps and statistical products on the other hand. A multi-year strategic plan should also be introduced as part of an efficient and effective development strategy.

Knowledge of user needs is an important asset for all phases of statistics production. The CZSO already receives much information on user needs from various sources, including the Czech Statistical Council, general user surveys, website feedback and direct contact from people calling the office or researchers requesting microdata. The Peer Review team considers that deeper, more systematic user consultation would be beneficial for monitoring the relevance of the existing products and services and for considering emerging needs and priorities. Recommendations are provided for the introduction of user groups for the main subject areas, wider user representation in the Czech Statistical Council and a survey targeting key users.

Over the coming years, there will be a considerable staff turnover in the CZSO with the loss of many older, experienced staff and a large intake of junior staff. As time goes on, the new generation must be prepared to take over more responsibility in subject matter areas, and to become managers and leaders. The human resources development plan should be upgraded to help cope with the challenges especially in the areas where the CZSO is competing with other employers. The plan should include an internal mobility policy in order to shape a multi-skilled workforce with the expertise required in the changing external environment.

Finally, the Peer Review team identified an innovative practice of the CZSO that could benefit the European Statistical System (ESS): the Redesign of the Statistical Information System.

The Peer Review team recognises the high level of compliance of the CZSO with the principles of the European statistics Code of Practice (CoP) on the basis of the detailed documentation supplied and the information provided by the CZSO and all other participants during the peer review visit.

Nevertheless, the Peer Review team has identified some issues where further improvements should be undertaken to enhance compliance with the CoP, falling under the broad themes below. The recommendations in this report are intended to achieve or further enhance compliance.

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.)
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.)
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.)
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.)

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.)
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.)
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.)
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.)

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

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.)
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.)
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.)

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.)
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.)
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.)
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.)

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.)
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.)

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.)
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.)
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.)

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.)
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.)

2. INTRODUCTION

This peer review report is part of a series of assessments, the objective of which is to evaluate the extent to which National Statistical Institutes (NSIs) and the European Statistical System (ESS)¹ comply with the European statistics Code of Practice (CoP).

The CoP, which sets out a common quality framework for the ESS, was first adopted in 2005 by the Statistical Programme Committee and updated in 2011 by its successor, the European Statistical System Committee. The CoP – 15 principles and related indicators of good practice – covers the institutional environment, the statistical production process and the output of European statistics. The ESS is committed to fully complying with the CoP and is working towards its full implementation. Periodic assessments review progress towards reaching this goal.

The first global assessment, a round of peer reviews in 2006–2008, explored how the NSIs and Eurostat were progressing in implementing the parts of the CoP relating to the institutional environment and dissemination of statistics (principles 1–6 and 15). This resulted in reports for each NSI and Eurostat, available on the Eurostat website². These reports also include a set of improvement actions covering all the principles of the CoP; these informed the annual monitoring of the implementation of the CoP in the ESS in the period 2009-2013.

The scope of this second round of peer reviews is broader: the assessment of CoP compliance covers all principles; the CoP compliance of selected other national producers of European statistics (as well as the NSI) in each country is assessed; and the way in which statistical authorities coordinate the production and dissemination of European statistics within their statistical systems is explored.

It should be underlined that there is a fundamental difference between the reports in the previous round of peer reviews conducted in 2006-2008 and the reports from this round. In the 2006-2008 round compliance with principles 1 to 6 and 15 of the CoP was assessed by means of a four-level scale (fully met; largely met; partly met and not met) and improvement actions were agreed on all 15 principles. After five years of continuous development most of the improvement actions have been implemented and significant progress towards full compliance with the CoP has been made. Therefore, rather than stating the state of play for all principles of the CoP, the reports from the 2013-2015 round mainly focus on issues where full compliance with the CoP has not been found or further improvements are recommended by the Peer Review team.

In order to gain an independent view, the peer review exercise has been externalised and an audit-like approach, where all the answers to the self-assessment questionnaires have to be supported by evidence, has been applied. As in 2006-2008, all EU Member States, the EFTA/EEA countries and Eurostat are subject to a peer review.

Each peer review in the Member States and EFTA/EEA countries is conducted by three reviewers and has four phases: completion of self-assessment questionnaires by a country; their assessment by Peer Reviewers; a peer review visit; and the preparation of reports on the outcomes. The peer

¹ The ESS is the partnership between the Union statistical authority, which is the Commission (Eurostat), the national statistical institutes (NSIs) and other national authorities responsible in each Member State for the development, production and dissemination of European statistics. This Partnership also includes the EFTA /EEA countries.

² <http://ec.europa.eu/eurostat/web/quality/first-round-of-peer-reviews>

review of Eurostat has been conducted by the European Statistical Governance Advisory Board (ESGAB).

To test and complete the methodology, it was piloted in two countries, Iceland and Slovakia, over the summer of 2013.

The peer review of the Czech Republic was conducted by Ulrike Rockmann (chair), Adrian Redmond and Hilikka Vihavainen, who conducted a peer review visit to Prague on 16-20 March 2015. The programme of the visit is in Annex A and the list of participants in Annex B.

This report focuses on compliance with the CoP and the coordination of European statistics within the Czech statistical system. The report highlights some of the strengths of Czech Statistical Office in these contexts and contains recommendations for improvement. Improvement actions developed by the Czech Statistical Office on the basis of this report will be published within the four-week period starting when the final report is sent to the NSI.

3. BRIEF DESCRIPTION OF THE NATIONAL STATISTICAL SYSTEM

National Statistical System

The Act No 89/1995 on the State Statistical Service (hereafter called the SSSA) defines the State Statistical Service and the role of the Czech Statistical Office (CZSO). It specifies that the State Statistical Service is carried out by the CZSO and, under certain conditions, by ministries and other central administrative authorities. The CZSO has the mandate to coordinate these authorities in relation to their statistical activity (SSSA, Section 4(3)) and they are obliged to use the methodology determined by and negotiated with the CZSO (SSSA, Section 3(5)). All State Statistical Service authorities must secure the confidentiality of data which is used by the State Statistical Service. The CZSO participates in the process of preparing the government's legislative and non-legislative documents and is entitled to provide comments on its proposals.

Other National Authorities

Many public bodies produce statistics that could be deemed official, and eight of these are Other National Authorities (ONAs) that produce European statistics. These are the Ministry of Transport; the Ministry of Labour and Social Affairs; the Ministry of Industry and Trade; the Ministry of Education, Youth and Sports; the Ministry of Health; the Ministry of Agriculture; the Ministry of the Environment and the Czech Health Information and Statistics Institute (ÚZIS ČR). All ONAs are bound by the SSSA when acting as part of the State Statistical Service. The scope of the activity of these bodies in that capacity is partly defined by the annual Decree on the Programme of Statistical Surveys, which lists all mandatory surveys carried out by either the CZSO or a national authority.

Appointment of the President and Vice-Presidents of the CZSO

The CZSO is one of the central authorities of the state administration of the Czech Republic. Appointment procedures for staff must follow the Civil Service Act No. 234/2014. However, the positions of the President and the two Vice-Presidents of the CZSO are excluded from the Act. The President of the Czech Republic, based on a proposal by the government, is responsible for the appointment and dismissal of the President of the CZSO (SSSA, Section 3(2)). The law also stipulates that *"The position of the President of the Czech Statistical Office is incompatible with membership of a political party or movement."* The appointment is not limited to a fixed term. With regard to the position of the Vice-Presidents, the President of the CZSO has absolute discretion over their appointment and dismissal (SSSA, Section 3(3)).

Czech Statistical Office

The CZSO is independent in producing statistical information (SSSA, Section 5(b)). Its role and powers are laid down in Section 4 of the SSSA. Its core mission is to provide a consistent picture of economic, social, demographic and environmental development of the Czech Republic.

The CZSO has its headquarters in Prague. Regional offices are established in the 14 self-governing regions of the Czech Republic. These regional offices are part of the internal organisational structure of the CZSO.

In December 2014, human resources in the CZSO amounted to 1,342 full-time equivalents (FTEs), of which 638 were working in Prague and 704 in the regional offices. The CZSO also employs temporary field interviewers (70 FTEs). The share of staff with a Master's degree or higher was 53%. As to the age distribution, 46% were over 50, and 7% under 30. The organisation is structured in seven parts, of which four are subject-matter statistical sections; another one covers

regional offices and the remaining two deal mainly with administrative issues. The structure of regional offices is standardised. Each is headed by a director and contains a survey unit and an information services unit. Half of the regional offices have processing units that process data at the country level for a chosen domain. The regional offices perform some data collection and editing for their respective regions, and they provide statistical information focused on the region, as well as dissemination and communication to regional users.

The CZSO, as an organisational unit of the state, has an independent state budget chapter. The CZSO is responsible for preparing the draft annual budget including detailed reasoning of financial demands. The draft is discussed with the Ministry of Finance, which is responsible for the submission of the CZSO's draft annual budget to the government and subsequently to the Chamber of Deputies of the parliament of the Czech Republic. Budget expenditure in 2014 amounted to € 33 million. The annual budget is prepared according to the Act No. 218/2000 on Budgetary Rules and is directly related to the planning of the CZSO's work programme, which includes the annual Programme of Statistical Surveys, the catalogue of products and the priority tasks for the coming year.

Czech Statistical Council

The Czech Statistical Council is the advisory body for the CZSO (SSSA, Section 6(1)). The President of the CZSO chairs the Council meetings and appoints the members, who should all be "*experts on statistical theory and practice*" (SSSA, Section 6(2)). The appointment is not limited to a fixed term. The Council can have at most 25 members. Membership is honorary (i.e. without financial remuneration) and is not substitutable. The Council discusses the draft annual Programme of Statistical Surveys, gives opinions about proposed voluntary statistical surveys and conceptual questions of developing the State Statistical Service, considers the necessity of administrative data provided to the CZSO and discusses the results of external methodological audits. It may establish expert committees, but has never done so. The Council meets about three times a year.

4. COMPLIANCE WITH THE CODE OF PRACTICE AND THE COORDINATION ROLE WITHIN THE NATIONAL STATISTICAL SYSTEM

This section summarises the Peer Review team's views on the extent of CoP compliance and the nature and effectiveness of coordination within the National Statistical System (NSS). It first summarises the CZSO's strengths in these respects (4.1), and then explores specific issues, including making recommendations that the Peer Review team considers would strengthen compliance with the CoP (4.2).

4.1 STRENGTHS OF THE NATIONAL STATISTICAL INSTITUTE IN RELATION TO ITS COMPLIANCE WITH THE CODE OF PRACTICE AND TO ITS COORDINATION ROLE

The CZSO is the main producer of national and European statistics in the Czech Republic. Discussions with staff, ministries, scientists, the media and other stakeholders show that the CZSO enjoys a high level of trust. Its independence and impartiality are recognised and unchallenged. This independence is guaranteed in Section 5(2) of the SSSA (European statistics Code of Practice, indicator 1.1 and Principle 6).

Towards the end of each year, the CZSO sets out the Programme of Statistical Surveys for the State Statistical Service for the following year (SSSA, Section 10). The Programme covers the statistical surveys, carried out by bodies of the state administration, for which response is compulsory. It is prepared in close cooperation with the ministries that are involved in the State Statistical Service, and is debated by the Czech Statistical Council before the CZSO decides on its acceptance (Coordination).

The annual Programme of Statistical Surveys is a substantial part of the CZSO's activities and thus it is related to the entire structure of its budget. The CZSO has a separate budget chapter in the framework of the state budget, which is approved by the government and parliament of the Czech Republic (European statistics Code of Practice, Principle 1).

Starting from February 2014, other state authorities are obliged to explicitly state in the Regulatory Impact Assessment accompanying their legislative proposals whether the new legislative acts would establish any administrative data sources or change existing ones. This helps the CZSO to maintain a better overview of administrative data sources, and it is expected that it will increase the potential of the CZSO to influence such sources in the future (European statistics Code of Practice, Principle 8.7).

In 2003, the CZSO initiated a Total Quality Management (TQM) process, and from 2004 it has been using the European Foundation for Quality Management (EFQM) model of self-assessment. These activities resulted in the CZSO being awarded the Czech National Quality Award in 2009, in the Public Sector category, with the title "Excellent Organisation". Several initial quality management activities and procedures were transferred into routine operation. These activities formed the basis for the complex redesign of statistical production processes. External methodological audits of key statistics have been performed since 2003 (European statistics Code of Practice, Principle 4).

Statistical confidentiality is guaranteed by law (SSSA Sections 3(6), 12, 13(2), 16 and 17). The CZSO has developed systematic practices to prevent disclosure of individual data. The staff signs a pledge of confidentiality, and clear sanctions are prescribed in case of a breach of confidentiality (SSSA Section 26) (European statistics Code of Practice, indicators 5.1, 5.2 and 5.3).

The Czech statistical research community is very active and fosters cooperation with the CZSO. As regards researchers' use of microdata, the conditions for granting access to confidential data for scientific purposes are laid down in Section 17 of the SSSA. Statistical confidentiality is protected by the use of statistical disclosure control methods based on the software tool Tau-Argus or on procedures developed internally by the CZSO (European statistics Code of Practice, Principle 15, indicators 5.6 and 7.7).

The Peer Review team identified the Redesign of the Statistical Information System (RSIS), a system for supporting key statistical processes, as an innovative practice. The Generic Statistical Business Process Model (GSBPM) was used for preparing the concept for the redesign. Significant time and labour savings are expected as a result of this unified environment for statistical task implementation. The continuous accessibility of information on the current state of processing of individual statistical tasks is expected to increase labour productivity for the processing activities through the reallocation of resources between processes and individual divisions and departments. The integrated solution has the benefit of passing information between individual statistical tasks. It supports the standardisation of mathematical-statistical methodologies and processes, the creation of standardised quality reports, and the availability of up-to-date metadata descriptions. It also provides tools for simplifying the preparation of data for dissemination in the Public Database, which is the term the CZSO uses for the databank service on its website. The new RSIS is being implemented and should be fully operational by the end of 2016 (European statistics Code of Practice, Principles 4, 7, 10 and 15 and indicator 8.4).

4.2 ISSUES AND RECOMMENDATIONS

The recommendations are grouped into six themes. Section 4.2.1 deals with overarching topics concerning the bodies responsible for national statistics and the definition of official statistics. Section 4.2.2 deals with aspects related to quality management. Section 4.2.3 considers the needs of users and the service provided to them. Section 4.2.4 considers the possibilities to enhance efficiency. Section 4.2.5 considers aspects related to accessing administrative data. Finally, section 4.2.6 considers strategic planning and organisational matters.

4.2.1 THE NATIONAL STATISTICAL SYSTEM

The first section deals with the overarching issues having an impact on the NSS of the Czech Republic as a whole. These are related to the appointment procedure of the President of the CZSO, the definition of official statistics, the composition and the powers of the Czech Statistical Council and the coordination role of the CZSO.

4.2.1.1 APPOINTMENT OF THE PRESIDENT OF THE CZSO

The CZSO is a central authority of the state administration of the Czech Republic. Appointment procedures for civil service staff must follow the Civil Service Act No. 234/2014.

However, the position of the President of the CZSO (as well as some other top-level positions of independent state authorities in the Czech public service such as the heads of the Office for Personal Data Protection, the Energy Regulatory Office, or the Office for the Protection of Competition) is excluded from the Civil Service Act. The provisions on the appointment of the President are set out in the SSSA (Section 3):

“The Czech Statistical Office is chaired by its President who is appointed and recalled by the President of the Czech Republic upon a proposal of the Government of the Czech Republic. [...]

The President of the Czech Statistical Office is considered to be a civil service body pursuant to the Civil Service Act.”

The Peer Review team was informed that the appointment procedure for the post was withdrawn from the Civil Service Act to better preserve the independence and impartiality of the CZSO. The major argument was that the two bodies involved – the government and the President of the Czech Republic – guarantee a balanced decision. However, in practice, this means that the President of the CZSO is appointed without a transparent procedure, such as one based on open selection.

As mentioned earlier, the CZSO enjoys a high level of trust. Its independence and impartiality are widely recognised. The groups met by the Peer Review team clearly stated their belief that the President of the CZSO is fully professional and independent, and that the actions of the CZSO are devoid of any political involvement or consideration. Moreover, the Peer Review team is fully aware that the current arrangement is considered appropriate by the responsible Czech authorities for such high-level posts and that practices of appointment and removal for the head of the NSI are not consistent in Europe. However, the Peer Review team sees a potential risk in the current situation. The relevant indicator 1.8 of Principle 1 reads as follows:

“The appointment of the heads of the National Statistical Institutes and Eurostat and, where appropriate, of other statistical authorities, is based on professional competence only. The reasons on the basis of which the incumbency can be terminated are specified in the legal framework. These cannot include reasons compromising professional or scientific independence.”

Therefore, to achieve compliance with the CoP, **the Peer Review team recommends that:**

- 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.)**

4.2.1.2 DEFINITION OF OFFICIAL STATISTICS

In the Czech Republic, the brand “official statistics” does not exist – there is no clarity as to which statistics are official and which are not.

A clear definition as to which national statistics are to be regarded as European statistics and which national statistics are to be regarded as official statistics would help the CZSO to establish a precise list of all ONAs and other producers. It would also help to establish and provide visibility to the brand of official statistics in the Czech Republic, and encourage the application of standard quality criteria to the statistics identified by the brand.

The CZSO should therefore look at all statistics produced by ministries and other public agencies, and create a list of those that should be awarded the status of official statistics. This list could be discussed by the body responsible for coordination (Section 4.2.1.4) and by the Czech Statistical Council before the CZSO makes its decision in its role as the coordinating authority on the matter.

The Peer Review team also considers that the CZSO should update agreements or create new agreements where necessary with all producers of these official statistics in order to put the NSS on a formal basis.

To improve the overall coordination across the Czech statistical system, **the Peer Review team recommends that:**

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.)**

4.2.1.3 ROLE OF THE CZECH STATISTICAL COUNCIL

The Czech Statistical Council, as the advisory body for the CZSO (SSSA, Section 6(1)), plays an important role in the development of both the CZSO and the NSS. The President of the CZSO chairs the Council and appoints its members (SSSA, Section 6(2)). Currently the Council has 19 members, where 5 are former presidents and one a former vice-president of the CZSO. Further members are from universities, the Czech Statistical Society, the Czech National Bank, the Ministry of Finance, the Ministry of Labour and Social Affairs, the Ministry of the Interior and from several representative organisations.

The Council has a Statute issued by the President of the CZSO (SSSA, Section 6(3)). In Article 3 of the Statute the assignments are listed:

“The Council discuss and adopt views on:

- a) draft principles and content of the Programme of Statistical Surveys for the national needs,*
- b) proposals for generally binding legal regulations related to the State Statistical Service and prepared by the Office,*
- c) conceptual questions of developing the State Statistical Service.*

The Council comment on the scope of the statistical surveys necessary to supply information on social, economic and environmental development of the Czech Republic and its individual parts and on the methodology of these surveys and the comparability of resulting information. If requested by the Chairman or a member of the Council, the Council can discuss also other matters of the State Statistical Service.”

From discussions with Council members it can be concluded that the Council also sees itself as the safeguarding body for the CZSO in case the independence of the CZSO might need to be protected.

The Peer Review team considers that the mandate of the Council and its tasks are not sufficiently consistent. On the one hand the Council is an advisory body for the CZSO only, but on the other hand it has some responsibility for the whole NSS. To achieve consistency, the legal mandate should be clarified and extended. A further consideration arises from a more strategic point of view: since the Council is chaired by the President of the CZSO and the President selects all of its members, one might at least question whether the voice of the Council can be considered independent from the voice of the CZSO. A truly independent voice would be generally beneficial, and could be very important in critical situations. The Peer Review team considers that a clearer and broader mandate of the Council would improve the coordination role of the CZSO and strengthen the NSS as a whole.

The Peer Review team also considers that the visibility of the Czech Statistical Council is not good. The CZSO website presents no information about Council meetings, and the Council does not publish minutes, opinions or any other documents.

The Peer Review team therefore considers that the provisions in the SSSA concerning the Czech Statistical Council should be amended. Consideration should be given to the clarification of the Council's responsibilities, the participation of the President of the CZSO as an ex officio member, who should chair the Council meetings, the representation of user groups in the Council, specifying a fixed number of members, nomination for a fixed term and how to improve the Council's visibility.

In order to strengthen the coordination and efficiency of national official statistics, **the Peer Review team recommends that:**

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.)**

4.2.1.4 COORDINATION BODY

Section 4(3) of the SSSA stipulates the coordination task of the CZSO:

“The Czech Statistical Office co-ordinates the State Statistical Service carried out by ministries. To this end, the Czech Statistical Office

- a) keeps records of activities carried out by ministries in the area of the State Statistical Service and exerts its influence on ministries to be compliant with measures set forth in this Act to protect confidential statistical data,*
- b) co-operates with ministries in the preparation of the Programme of Statistical Surveys and takes care that burden on reporting units is not excessive,*
- c) unifies methodological procedures of statistical surveys performed by ministries and provides the ministries with methodological assistance in carrying out tasks of the State Statistical Service.”*

In fulfilling this role, the CZSO relies mainly on bilateral work with the other producers of statistics. Currently, there is no body that could take care of overarching issues that have relevance for all producers of national statistics. Further, there is no mechanism that could help to assure the quality of the statistics produced. Only certain mandatory surveys are subject to a national coordination procedure (during the preparation of the Programme of Statistical Surveys).

The Peer Review team considers that coordination should be enhanced. While the CZSO provides assistance to producers, it is more reactive than active – a fact that might also be connected to limited human resources. Moreover, the State Statistical Service lacks national guidelines that are in line with European quality standards, for the development, production and dissemination of official statistics. Users of data produced by the ministries can have difficulty finding results, or information about quality and methodology, or details of forthcoming release dates.

Therefore, from the perspective of the Peer Review team, a body representing producers of statistics could help to enhance overall communication and cooperation.

Therefore, to enhance compliance with the CoP and coordination of the system, **the Peer Review team recommends that:**

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.)**

4.2.2 ENHANCING QUALITY MANAGEMENT

The CZSO has a long tradition of implementing the basic ideas of Total Quality Management (TQM). The initial phase of TQM implementation was based on a project-type management model. The EFQM model was introduced in 2004. This systematic quality work resulted in the CZSO being awarded the Czech National Quality Award in 2009, in the Public Sector category, with the title “Excellent Organisation”.

Some years ago, however, pressure on resources resulted in the CZSO downsizing its quality activity. There is currently a risk that new and gradually emerging quality issues might not be handled systematically in the CZSO, and the continuous improvements which form part of the TQM approach may stall or deteriorate.

During the mission, the Peer Review team formed the impression that the following issues require attention in enhancing quality management in the CZSO:

- Responsibility for overall quality work;
- Quality and metadata information;
- Methodological audits;
- Statistical confidentiality.

4.2.2.1 RESPONSIBILITY FOR OVERALL QUALITY WORK

Due to budget constraints, the CZSO’s approach to quality management was changed some years ago and the responsibilities for quality activities and best practices were transferred from a dedicated quality unit to line management structures. Each of the principles of the CoP is managed by one of the departmental directors. One of the vice-presidents is in charge of overall coordination of quality activities along with other responsibilities. Quality issues are regularly discussed in management meetings.

The Peer Review team was informed that the system currently in place is rather informal and depends on the workload and enthusiasm of the directors responsible. There is no full-time quality manager who would be committed and have the competence to initiate or support new or cross-cutting quality issues and to monitor how systematically the existing rules and procedures are being implemented in the CZSO. Although CZSO stated that “the whole training system of the CZSO is closely related to quality issues”, the Peer Review team formed the impression that staff, particularly younger staff, does not receive sufficient training on quality policy and other quality issues. Moreover, no single person or unit is responsible for promoting European quality guidelines in the NSS.

To further improve compliance with the CoP, **the Peer Review team recommends that:**

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.)**

4.2.2.2 QUALITY AND METADATA INFORMATION

The practical implementation of quality management in the CZSO is described in internal bylaws that set out processes and procedures that are common to all statistical units (covering non-response, data protection, backup, etc.). Each statistical domain also has an internal set of rules. The rules themselves, and the level of formalisation of these rules, differ between statistical domains. They are mostly derived from the requirements of legislative acts (particularly EU legislation) and from domain-specific methodological guidelines, manuals and recommendations from Eurostat and other international organisations. These rules might be documented or less formal (such as instructions sent by email), or might be communicated by managers and supervisors directly to staff.

The CZSO has various procedures for checking the quality of statistics. In business statistics, for example, it is the practice to examine preliminary statistical tables, monitor response rates and examine errors in questionnaires that might suggest the need for revising instructions for respondents. In addition, the subject-matter departments consult external experts such as accountants, arrange seminars for people responsible for collecting and editing data, and for some statistics prepare quality reports in cooperation with colleagues from the methodological departments. The national accounts department prepares a written report on quality in source statistics after each round of compilation. In social statistics, all phases of statistical production are monitored. There is a procedure for testing questionnaires, which includes question comprehension and interview flow, although detailed cognitive analysis and studies are not used. In fieldwork, the regional coordinators can monitor response rates.

The CZSO publishes some quality reports on the basis of EU legislation. In general it only provides the quality reports to Eurostat, which publishes them in conjunction with the reports of other EU Member States. The level of quality reporting on the CZSO website is quite low. It has generally not been the practice to publish quality reports, or even quality indicators such as response rates. The ONAs publish little if any quality information.

As regards documentation on methodology, the CZSO publishes information for some statistics on its website. This information is not in a standard form and is mostly available only in the Czech language.

The meta-information provided on the website on quality and methodology does not systematically follow any ESS standards, such as Single Integrated Metadata Structure (SIMS), Euro SDMX Metadata Structure (ESMS) or ESS Standard Quality Report Structure (ESQRS).

Metadata and quality measurement of statistics are interrelated. The new RSIS should improve the situation in 2016. The RSIS is a metadata-driven system that has high potential to improve the management of statistical quality. One of the subsystems of the RSIS focuses on metadata for statistical quality. The tools within this subsystem are designed for meeting the quality needs of statisticians and managers: the subsystem provides an interface for importing metadata (such as response rates) from other databases; it is designed as a flexible tool for monitoring, comparing and assessing both product and process quality; and it can be used as a supportive tool for preparing quality reports and for self-assessment and auditing purposes.

The users met by the Peer Review team did not complain about the shortage of metadata or quality information. Nonetheless, the information would be important for some users. Moreover, the provision of standard information would provide transparency and should improve the quality brand of official statistics.

To enhance compliance with the CoP, the Peer Review team recommends that:

- 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.)**

4.2.2.3 METHODOLOGICAL AUDITS

External methodological audits are an integral part of the philosophy of continuous improvement of processes and products by the CZSO. Methodological audits of key statistics are conducted by teams of mostly external experts. There have been two rounds of audits. The first round in 2004-2010 covered most statistical areas. Since 2012, each year a small number of statistical areas are chosen for audit, usually areas undergoing a process of change. For example, audits of the business cycle survey, government statistics and the statistical business register are planned for 2015.

In the methodological audits the main focus is on quality and user needs. Each auditing team is chaired by an external expert and includes key users such as representatives from public administration, the universities or the Czech National Bank. The team examines the whole process and the outputs, and produces a report with improvement actions. The reports are discussed by CZSO top management and the Czech Statistical Council. Conclusions and approved improvement actions are subsequently implemented. While the audit reports are made available on the CZSO intranet, they are not made public.

Less formalised internal quality-review procedures are also conducted by experienced management staff, and many reviews of this type take place every year. For example, in the case of national accounts, ad hoc methodological reviews are performed whenever problematic issues arise. For the European System of Accounts (ESA 2010) revision, almost all procedures were reviewed. Other ad hoc reviews can be initiated by comments from respondents, or by feedback from internal or external users. Such reviews may lead to updating the methodology, output or methodological notes.

To enhance compliance with the CoP, the Peer Review team recommends that:

- 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.)**

4.2.2.4 STATISTICAL CONFIDENTIALITY

The CZSO's policy on statistical confidentiality is set out in various documents. Apart from the provisions in the legal acts, aspects of confidentiality can be found in the Ethical Code of Employees, in the Dissemination Policy, in the Quality Commitment and in the Quality Policy. However, there is no single policy document on statistical confidentiality. CoP indicator 5.4 states *"Guidelines and instructions are provided to staff on the protection of statistical confidentiality in the production and dissemination processes. The confidentiality policy is made known to the public."* To comply with at least the spirit of this indicator, the Peer Review team considers that an integrated confidentiality policy should be published.

To enhance compliance with the CoP, the Peer Review team recommends that:

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.)

4.2.3 THE NEEDS OF USERS

4.2.3.1 USER ENGAGEMENT

The CZSO consults users in a variety of ways.

The Programme of Statistical Surveys (which mainly consists of obligatory surveys directed at businesses) is governed by the annual Decree on the Programme. According to the SSSA anyone can make a proposal for the Programme for the next year. Users' requests and queries addressed to the Information Services Units of the CZSO are recorded and, if any significant information gaps emerge, the General Methodology Department (the CZSO unit responsible for the preparation of the Programme) is informed. After consideration by the Czech Statistical Council, the draft Programme is discussed via the inter-ministerial comment procedure according to the Government Legislative Rules. General user satisfaction surveys, where space is always provided for adding comments and proposals, are conducted almost every year. Other tools for collecting opinions from users include individual consultations, personal and expert meetings, lectures for students, open days, social networks, and website feedback forms. However, there is no targeted survey of key users (in, for example, ministries, research organisations, the media, or representative organisations) who often can provide more relevant and informed criticism than incidental users. The Peer Review team recommends that there should be occasional, but regular surveys of such key users. The alignment of the periodicity of the survey with the periodicity of the multi-year strategy might be useful.

The CZSO has not set up user groups for statistical domains such as macro-economic statistics or business statistics. The Peer Review team considers that such focused groups can play an important role in improving communications with key stakeholders, helping to set strategic priorities; assessing alternative sources for data with a view to reducing costs and burden; and receiving valuable feedback on statistical outputs in terms of relevance, timeliness, coherence and accessibility.

To enhance the engagement and communication with users and compliance with the CoP, the Peer Review team recommends that:

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.)

4.2.3.2 CUSTOMISED ANALYSIS

The CZSO does not provide custom-designed analyses to users. The CZSO generates some standard unpublished tables, which it then gives or sells to users on request. However, this is not the same as providing custom-designed analyses. CZSO management informed the Peer Review team that they could not provide this service because of capacity and resource constraints. They also stated that, when the RSIS is fully implemented, it will offer improved possibilities to provide a customised service.

CoP indicator 15.3 clearly states that custom-designed analyses should be provided when feasible. While the Peer Review team accepts that complex analyses can take considerable time and resources, it considers that it should be possible to provide the more straightforward custom analyses, such as new cross-tabulations, with few resources and at little or no cost to the user.

Accordingly, to ensure compliance with the CoP, **the Peer Review team recommends that:**

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

4.2.3.3 ACCESS TO MICRODATA FOR RESEARCH

Currently, the CZSO provides researchers with access to microdata. This is done by transferring standard, prepared, anonymised datasets on disk to researchers. The Office imposes a cost on supplying the data, though the income received is not retained by the CZSO, but remitted to the Ministry of Finance.

The current system has several disadvantages: the microdata have to leave the office premises, which is in itself undesirable; the microdata have to be anonymised to a considerable extent, thereby limiting the usefulness of the analysis that can be done; it can be difficult to provide access to business microdata; and the CZSO cannot retain the income it receives and use it to offset the costs of providing the data or developing the infrastructure. Researchers, while welcoming the ability to work with microdata, are somewhat dissatisfied with the situation. Above all, they object to having to pay for access.

Other forms of providing microdata (safe centre or remote access) would overcome some of the disadvantages. The data would not have to leave the statistical office, the de-identified data might not need to be further anonymised and access could be provided to more business data.

There remains, however, the question of costs. The CZSO states that it has neither the financial resources nor the working capacity needed to establish the infrastructure for a safe centre or a remote access facility. The researchers would certainly object very strongly if asked to pay extra to cover the costs of establishing and maintaining the infrastructure. The government might refuse to provide the additional funding required. Nonetheless, options should be considered, budgeted and discussed.

To enhance compliance with the CoP, **the Peer Review team recommends that:**

- 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.)**

4.2.4 ENHANCING EFFICIENCY

Implementation of the CZSO's priorities will improve the efficiency of Czech statistical production. The RSIS project is one of the major activities. Implementation of the project will unify the technical environment for collecting, processing and publishing statistics, particularly for business statistics. Options for providing data electronically are widely used by business respondents. The CZSO is working actively to make greater use of administrative data for statistics production. It has reduced the number of statistical surveys conducted.

The Peer Review team considers that there is still further room for enhancing efficiency, particularly in the following areas:

- Modernisation of data collection;
- Cooperation with data providers;
- Use of new tools for data editing;
- Assessing the efficiency of statistical production;
- Exploring new data sources.

4.2.4.1 MODERNISATION OF DATA COLLECTION

Electronic data collection from businesses was implemented by the CZSO in 1996. Currently, about 70% of data from business respondents are provided in electronic format. The CZSO delivers the electronic questionnaires to all entities using their “data box” (A data box is an electronic storage site intended for delivery of official documents and for communication with public authority bodies. Establishment of a data box is obligatory for legal entities.) In 2014, a new application called DANTE/WEB was implemented to enable direct data capture via the Internet. Statistical questionnaires are being progressively adapted to use this application. Despite these options for data submission, some respondents are still using paper questionnaires. The CZSO makes active efforts at maximisation of electronic data collection. The Peer Review team agrees that the goal should be that all business data should be provided in electronic form.

As regards household surveys, data are collected by the interviewers mainly using computer-assisted personal interviewing (CAPI). Decentralised computer-assisted telephone interviewing (CATI) is used more and more in panel surveys, such as the Labour Force Survey. The web option was available in the 2011 Population and Housing Census (and over a quarter of respondents used this option), but it is not implemented in regular household surveys.

The Peer Review team considers that an Internet option should be provided for household surveys where feasible. This would improve efficiency. Moreover, as the option would suit at least some users it could also improve the response rate, particularly if it was delivered in a user-friendly way.

To enhance the efficiency of data collection and compliance with the CoP, **the Peer Review team recommends that:**

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

4.2.4.2 STRENGTHENING COOPERATION WITH DATA PROVIDERS

It is CZSO practice to test new or revised questionnaires with some business respondents. The questionnaires are tailored to the size of the respondent, its legal form and its main economic activity. The Office has set up a special website for respondents, which provides links to questionnaires in electronic form, in editable-pdf form and a form for use with the DANTE/WEB application. Any business respondent can log on using their company identification code and thereby can find all the surveys that it has to respond to as well as the corresponding deadlines. The CZSO has introduced good practices for data provision, and has increased the use of administrative data. The estimated response rates in business surveys are around 85%.

The Peer Review team believes that the CZSO should aim for a more active communication with the business community. Setting up a liaison group could provide a forum for such communication. The group could contain members of representative organisations, and could discuss methods of data submission, the automatic extraction of data from company records and forthcoming changes in questionnaires or in relevant legislation, etc.

Although the Peer Review team was told that there is constant cooperation between regional offices and business respondents, the coherence of data provided through various surveys is not always good. The Peer Review team considers that it would be good practice by the CZSO to set up a specialised internal team for dealing with large enterprises. Such a team could negotiate with the enterprises; assist with data collection; and work to ensure better coherence in the main economic statistics by reconciling differences in data submitted by large enterprises to various statistical inquiries (such as business register, structural business statistics, short-term production statistics, Intrastat, national accounts, balance of payments).

There is also room for greater justification of the importance of data provision (even though the respondents are legally required to provide the data), for promoting the use of statistics to the business community and for providing feedback showing respondents how they compare with similar companies operating in the same economic area.

To improve cooperation with business sector and to enhance compliance with the CoP, **the Peer Review team recommends that:**

- 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.)**
- 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.)**

4.2.4.3 USE OF NEW TOOLS FOR EDITING

Data editing (including data checking) is the most expensive and time-consuming part in the production process of official statistics. The approach used in the CZSO is micro-editing at the level of the individual record or return. While the CZSO does not compile costs at the process level (Section 4.2.4.4), it is likely that, in line with the cost structure of many other NSIs, its data-editing costs amount to a substantial part of the overall survey cost.

In recent years, methodological developments at international level in official statistics have led to the introduction of other, more efficient editing methods, notably selective data-editing techniques. With these techniques, the focus is on finding and correcting only those errors that would have a substantial influence on the statistics to be published. Selective data editing has the potential to reduce the cost for the CZSO as well as for the respondents, while not significantly decreasing the quality of the output.

The Peer Review team considers that the CZSO should capitalise on recent methodological advances in this area.

To enhance the compliance with the CoP, the Peer Review team recommends that:

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.)

4.2.4.4 ASSESS THE EFFICIENCY OF STATISTICAL WORK

The statistical information system of the CZSO is undergoing change. The RSIS is being implemented and should be fully operational by the end of 2016. It should produce savings in labour input in the tasks of those who are processing the data and those who are responsible for programming various statistical tasks. All in all, the new system will have an impact on many other parts of statistical production, since it uses standardised solutions and tools for many of the individual statistical processes. The implementation of the new system has temporarily increased the workload of the staff, as they have to learn to use the new system while simultaneously operating the old systems. The CZSO has received around €8 million from EU funds for the acquisition of new equipment and for buying external services, which cover about 85% of the total costs of the project.

The RSIS and the other initiatives to improve efficiency (such as greater access to administrative sources and a further increase in electronic data collection) should, in time, shift the use of financial and staff resources, including in the regional offices, from the routine primary data processing to more sophisticated quality controlling.

To measure resources being used, and to assess efficiency gains, a working-time recording system can be very useful. Some years ago, the CZSO used such a system, but it was discontinued. Currently, the CZSO can provide only rough estimates of costs at the product level, and none at the process level. The Peer Review team recommends the introduction of a working-time recording system.

Apart from its headquarters in Prague, the CZSO has regional offices in the 14 self-governing regions of the Czech Republic. Over half of the staff are located in the regional offices. Several regional offices have units that process data at the country-level for a particular field: business statistics are processed in Plzeň, price statistics in Hradec Králové, etc. In 2005-2009 the CZSO had to reduce staff numbers by about 400, with most of the reductions being in the regional offices. Since 2009 there have been small staff reductions in both the central office and the regional offices.

The Peer Review team was struck by the fact that such a high proportion of staff work in regional offices, but was not in a position to assess if this is a sensible use of resources. The Peer Reviewers recommend that external experts should assess the situation.

To enhance compliance of the CoP, the Peer Review team recommends that:

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.)
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.)

4.2.4.5 NEW DATA SOURCES

The widespread use of electronic tools and systems for activities such as communication, location and navigation, registering traffic flows, and purchasing goods, generates large privately owned databases that can have considerable statistical potential. The CZSO is following developments in this area, and is currently investigating the possibility of use mobile phone data to estimate the number of incoming tourists for statistical purposes.

However, there are new challenges in using such data sources, including legal issues (it is not clear whether the SSSA provides a suitable legal basis to access the data), the need to develop partnerships with data owners and acquisition of the tools and skills needed to extract and analyse the data.

To enhance compliance with the CoP, the Peer Review team recommends that:

- 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.)**

4.2.5 IMPROVING ACCESS TO ADMINISTRATIVE DATA

The increased use of administrative data is one of the top priorities of the CZSO. Access to the value added tax (VAT) register allowed the cancellation of one survey in 2013. The number of businesses required to respond to the structural business survey was reduced by a third. And the CZSO has set the target of moving significantly towards register-based data collection for the Census 2021.

According to Section 9(1) of the SSSA, the law on the use of administrative data sources seems unambiguous:

“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.”

However, Section 9(2) and Section 9a of the SSSA specify data sources and, in some cases, individual variables, that must be provided to the CZSO. It includes, for instance, specified variables from the social security register and from the population register. Notwithstanding the wide access that Section 9(1) appears to provide, the general interpretation is that the authorities are only obliged to provide data in the specific cases specified in Section 9(2) and Section 9a. Even then, additional problems arise in the form of a restrictive interpretation of the law, and administrative and financial obstacles.

Section 9(2a) of the SSSA specifies that

“The Czech Statistical Office may require individual data from tax returns of data acquired in tax proceedings and accounting statements of the natural and legal persons, if they have been processed by financial bodies and are available in a central database in an electronic form, for the needs of compiling of national accounts pursuant to requirements of the European System of National and Regional Accounts in the European Communities, and for needs of administration and keeping of statistical registers”.

This wording is possibly restrictive, in that taxation data has more statistical uses than compiling national accounts and maintaining statistical registers; it can be very useful, for example, in editing and imputing data collected in business surveys. Much taxation data in the Czech Republic is not captured in a usable electronic form and therefore not accessible as administrative data, unless the CZSO was to fund the electronic capture of the data (although the CZSO could consider siting a small unit in the Czech Tax Authority to manually collect balance sheet and profit & loss data for key enterprises). Despite what Section 9(1) of the SSSA seems to say, the CZSO had to provide the Tax Authority with substantial funding to set up a system to enable the transfer of taxation data to the CZSO.

Some ministries have raised another legal obstacle: they state that a provision in the SSSA that they must provide data to the CZSO is not sufficient, but that a corresponding provision needs to be in their own legislation.

The Population Register, maintained by the Ministry of the Interior, is an important administrative source used by the CZSO for population statistics. The Population Register was one of the constituent sources for the 2011 Population and Housing Census, and it should be the backbone source for Census 2021. The register is also used as an auxiliary source for improving the completeness and accuracy of vital statistics. However, the possibility of using this source to increase the quality of demographic data has been limited since 2013 because the Ministry of the Interior refuses to provide register updates for newly registered persons (births and immigrants). Negotiations with the Ministry of the Interior and the Office for Personal Data Protection, which was consulted by the Ministry of the Interior on the matter, have not yet reached a conclusion.

This situation has led to the partial worsening of the quality of the statistics on births and marriages. And, since population estimates are obtained by population balance method, the incompleteness of the births data leads to a bias in the population estimates. Moreover, if the CZSO were to receive all the population register data required for statistical purposes, including updates, this administrative source would have the potential to reduce the data collection burden.

To enhance compliance with the CoP, the Peer Review team recommends that:

- 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.)**
- 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.)**

4.2.6 STRATEGIC PLANNING AND ORGANISATIONAL MATTERS

4.2.6.1 MULTI-YEAR STRATEGY

An organisation that wants to remain successful and effective needs to change continuously in response to changes in the external environment. There is a need to respond to new demands, changing expectations and emerging technologies. Multi-year strategic plans, with priorities to drive the organisation, aim to provide clarity about what the organisation wants to achieve and how it plans to get there.

The CZSO has a very broad strategy, with a list of key priorities for the period up to 2020. However, it is so brief – no more than half a page – that it can hardly be considered a proper strategic plan. The Peer Review team therefore considers that the CZSO should produce a strategic plan to outline the high-level direction to take in order to maintain its vision as a “modern user-oriented institution” and to position itself for the future. This plan should span a reasonably long period, which could be as few as 3 years or as much as 10.

Strategic planning is a collaborative process. To ensure that the plan is “owned” by the stakeholders rather than the CZSO, it should be based on wide consultation, including:

- Canvassing the views of all staff in the CZSO.
- Taking account of the views of users (from user surveys and other sources).
- Targeting consultation with key users, such as the Ministry of Finance (both as a key user and as the main provider of funds) and the Czech National Bank.
- Consulting research organisations and the academic community.

Before finalising the strategic plan, it should be discussed with the new coordination body (proposed in Recommendation No. 4 of this report) to get the views of ONAs and other producers of official statistics), and the opinion of the Czech Statistical Council should be obtained.

To put strategy into action, annual implementation plans are desirable. The CZSO already publishes an annual list of priority tasks, and the Peer Review team considers that this model, when aligned with the multi-year strategic plan, can provide the annual implementation plans required. For instance, the publication “Priority tasks of the CZSO for 2015” provides useful detail on key activities and deadlines for five main priority areas.

Annual progress reports are also required. As the CZSO already produces a high-quality annual report, this, with some modification, could act as the annual progress report on the implementation of the strategic plan.

To enhance compliance with the CoP, the Peer Review team recommends that:

- 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.)**

4.2.6.2 COST-EFFICIENCY IN THE NATIONAL STATISTICAL SYSTEM

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. Of course, there are other national authorities who produce and publish statistics using their own administrative sources.

Some authorities conduct statistical surveys that are not under the umbrella of the Programme of Statistical Surveys. For some authorities, the incentive for the inclusion of their surveys in the Programme is that, for surveys directed at businesses, response can be made obligatory. However, there has been a tendency in recent years for ministries to remove surveys from the Programme and conduct them under separate legislation. From the point of view of the ministries, this has the advantage that the data collected may be used for both administrative and statistical purposes and the individual data can be accessed by the ministry. The 2013 Programme covered 81 surveys, while the 2016 Programme will have only 63 surveys. The difference is mainly accounted for by the fact that 11 surveys were transferred to other legislations. The surveys that are not part of the Programme are not conducted under the SSSA and therefore do not need to comply with that law's provisions relating to coordination or quality.

The European statistics produced by the ONAs are based on a combination of administrative sources and surveys. The statistical units in the ONAs tend to be small, with fewer staff still working specifically on European statistics, making it very challenging for them to meet the requirements of the CoP such as accessibility, user consultation or provision of microdata.

The Peer Review team considers that there would be improvements in efficiency and quality if the responsibility for producing some European statistics were transferred from the ONAs to the CZSO, particularly where small statistical units are involved. As the staff resources involved would be modest, the Peer Review team is not recommending a corresponding transfer of resources.

To enhance compliance with the CoP, **the Peer Review team recommends that:**

- 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.)**

4.2.6.3 HUMAN RESOURCES DEVELOPMENT

Based on its discussions, the Peer Review team felt that improvements could be made to staff development, skills management and internal communication.

Over 45% of the CZSO's staff are aged 51 or over (and 10% aged 61 or over), while only 7% are under 30. Over the coming years, there will be a sizeable turnover with a loss of many older, experienced staff and an intake of junior staff. It is important to prepare for the new generation, and for new managers and leaders. Internal mobility and supporting to shape a multi-skilled workforce can help NSIs to adapt their workforce skills and expertise to the changing external environment. It can also help NSIs to attract and retain quality employees, increase staff engagement and ease succession planning. However, there is no internal staff mobility policy in the CZSO. In order to enhance opportunities for more junior staff within the first years in their jobs and to better retain and share expertise by exposing them to different environments within the CZSO, and where possible within the NSS as a whole, the Peer Review team feels that the CZSO should foster the mobility of newly recruited staff. This should include measures requiring that staff members change position in the first years of employment, for example by limiting the duration of holding a given position.

There is no formal staff appraisal system in place, though it will be introduced when the new Civil Service Act comes into force. The Peer Review team considers that proper staff appraisal, combined with personal development plans, should be used proactively to build the competencies of staff and to align their skills with the organisation's requirements.

The Peer Review team considers that the CZSO should have an organisation-wide competency framework (or skills matrix), consisting of the skills required by the organisation compared to the skills available, in order to determine any significant skills gaps. CZSO management considers that there is currently a shortage of the expert capacity required for internal data analysis. The Peer Review team believes that more training in leadership skills would be beneficial. While the CZSO provides a wide range of courses, it does not keep a detailed record of the training provided to staff members.

The Peer Review team formed the view that internal communication in the CZSO needed to be improved. While communication within units seemed to be satisfactory, there is a need for improved communication both vertically and across units. Therefore it is proposed that a policy to improve internal communications should be introduced. This could, for example, include matters such a thorough induction course for new staff, the use of workshops to spread skills, greater use of the intranet for knowledge sharing, and more involvement of staff in development projects and cross-sectional working groups.

To enhance compliance with the CoP, the Peer Review team recommends that:

- 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.)**
- 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.)**

A particular challenge for the CZSO is that in some areas it is difficult to attract and retain suitably qualified experts. This applies particularly in the Information Technology (IT) area, where salaries can be greater outside the public service. Recruitment and retention needs to be more closely monitored and human resources policies need to be in place to deal with issues that arise.

To enhance compliance with the CoP, the Peer Review team recommends that:

- 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.)**

4.3 NATIONAL STATISTICAL INSTITUTE VIEWS WHERE THEY DIVERGE FROM PEER REVIEWERS' ASSESSMENT

The CZSO would like to thank the peer review team for the overall professional and comprehensive character of the completed peer review exercise. The CZSO also welcomes the fact that the report generally acknowledges the compliance of the Czech statistical system with the Code of Practice requirements, even though certain areas of possible improvement are present.

The CZSO has diverging views on the following conclusions stated in the report:

Concerning the Recommendation 1 the CZSO is of an opinion that the existing legislation meets the essence of the indicator 1.8 and at the same time agrees that the appointment and dismissal procedure should be transparent. The pending implementation of the directly applicable amended regulation on European statistics will solve this issue.

Concerning the Recommendation 3 the CZSO is persuaded that indicator 11.1 is fully met. The text of the report argues for strengthening coordination role of the Czech Statistical Council; however, at the same time Recommendation 4 advises for establishment of an additional coordinating body. And at the same time, the report argues for the enforcement of the independence of the Council, which shifts the role of the Council to other area than the one assumed by the relevance principle.

Concerning the Recommendation 19 the CZSO is fully persuaded that the necessary provisions are already included in the State Statistical Service Act. These have been lately significantly supported by the directly applicable amended regulation on European statistics. The core of the problem is the practical enforcement of these provisions since sometimes they conflict with other legislation. This, however, must be resolved by negotiations with other ministries.

ANNEX A: PROGRAMME OF THE VISIT

AGENDA

Peer review visit to Prague (16 March 2015–21 March 2015)

Time	Programme	Participants
Day 1 – Monday, 16 March 2015		
08.30–10.15	1 Peer Review team discussion to finalise the preparation of the visit	Peer Review team
10.15–10.30	Coffee break	
10.30–11.30	2 Preparatory meeting with the NSI coordinator team and, possibly other national participants in the visit to discuss practical aspects of the visit	Mr Marek Rojíček, Mr Jan Ernest, Mr Robert Fialka, Mr Vladimír Holý, Ms Michaela Kleňhová, Ms Jana Kostková, Ms Petra Kuncová, Ms Hedvika Berková, Mr Michal Novotný, Mr Egor Sidorov, Mr Jaroslav Sixta, Ms Hana Šlégrová, Ms Pavla Trendová Observers: Ms Alena Urbanová, Ms Lucie Polívková, Mr Petr Kolovecký
11.30–12.00	3 Welcome and introduction of programme, organisational matters	Mr Marek Rojíček, Mr Jan Ernest, Mr Robert Fialka, Mr Vladimír Holý, Ms Michaela Kleňhová, Ms Jana Kostková, Ms Petra Kuncová, Ms Hedvika Berková, Mr Michal Novotný, Mr Egor Sidorov, Mr Jaroslav Sixta, Ms Hana Šlégrová, Ms Pavla Trendová
12.00–13.00	Lunch	
13.00–13.45	4 General information session with a description on how the national statistical system is organised (bodies, distribution of responsibilities, relations between authorities)	Mr Marek Rojíček, Mr Jan Ernest, Mr Robert Fialka, Mr Vladimír Holý, Ms Michaela Kleňhová, Ms Jana Kostková, Ms Petra Kuncová, Ms Hedvika Berková, Mr Michal Novotný, Mr Egor Sidorov, Mr Jaroslav Sixta, Ms Hana Šlégrová, Ms Pavla Trendová, Mr Ondřej Vozár, Ms Jitka Prokop, Mr Robert Šanda (partly)
13.45–15.15	5 The statistical law and related legislation (CoP Principles 1 and 2)	Ms Iva Ritschelová, Mr Marek Rojíček, Mr Egor Sidorov, Ms Gabriela Váchová, Mr David Elischer, Mr Michal Novotný, Ms Pavla Trendová, Mr Jaroslav Sixta, Mr Jan Ernest Observer: Ms Hana Šlégrová
15.15–15.30	Coffee break	
15.30–16.30	6 Coordination role of the NSI	Ms Iva Ritschelová, Mr Marek Rojíček, Ms Pavla Trendová, Mr Egor Sidorov, Mr Petr Eliáš, Ms Petra Kuncová, Mr Jaroslav Sixta, Mr Jan Ernest, Ms Hana Šlégrová
16.30–17.30	7 Cooperation	Ms Iva Ritschelová, Marek Rojíček, Ms Hana Šlégrová, Mr Jaroslav Sixta, Mr Jan Ernest, Ms Michaela Kleňhová, Mr Egor Sidorov, Ms Štěpánka Čejková, Ms Lucie Vayhelová, Ms Alena Urbanová, Mr Petr Eliáš, Mr Stanislav Palas (partly)
Day 2 – Tuesday, 17 March 2015		
08.30–10:00	8 Meeting with the Czech Statistical Council	Mr Bedřich Moldan, Mr Edvard Outrata NSI: Mr Egor Sidorov Observer: Ms Hana Šlégrová
10:00–10:15	Coffee break	
10:15–12.15	9 Meeting with ONAs	Ministry of Transport: Ms Olga Kastlová Ministry of Industry and Trade: Mr Jaroslav Vomastek, Ms Alena Fedorová Ministry of Education, Youth and Sports: Mr Václav Jelen, Mr Jaromír Nebřenský NSI: Ms Pavla Trendová, Mr Petr Eliáš, Observer: Ms Hana

Time		Programme	Participants
			Šlégrová
12.15– 13.15		Lunch	
13.15– 15.15	10	Programming, planning and resources, including training (CoP Principles 3, 9 and 10)	Mr Marek Rojíček, Mr Egor Sidorov, Ms Jana Kostková, Ms Hedvika Berková, Mr Robert Fialka, Ms Pavla Trendová, Mr Martin Netolický, Mr Pavel Skotnica, Mr René Matýšek, Ms Marie Hlaváčková, Mr Petr Mikan, Mr Jiří Lejnar, Ms Ivana Baloušová, Mr Jaroslav Sixta Observers: Ms Hana Šlégrová, Ms Alena Urbanová
15.15– 15.30		Coffee break	
15.30– 17.00	11	Meeting with main users – ministries and other public/private institutions (including Central Bank as a user)	Ministry of Industry and Trade: Mr Jaroslav Vomastek Ministry of Regional Development: Ms Blanka Šorsáková, Ms Tereza Kuncová Czech National Bank: Mr Rudolf Olšovský Institute of Planning and Development of Prague: Mr Michal Němec Raiffeisenbank: Mr Michal Brožka NSI: Ms Petra Kuncová, Ms Štěpánka Čejková Observers: Ms Hana Šlégrová, Ms Alena Urbanová
Day 3 – Wednesday, 18 March 2015			
09.00– 10.30	12	Confidentiality (CoP Principles 5, 6)	Mr Vladimír Holý, Ms Petra Kuncová, Mr Pavel Charvát, Mr Ondřej Vozár, Mr Ivan Stojka, Ms Štěpánka Čejková, Mr Jan Ernest, Mr Michal Novotný, Mr Josef Škrabal (partly) Observer: Ms Hana Šlégrová
10.30– 10.45		Coffee break	
10.45– 12.15	13	Implementation of quality management: concrete example and discussion: Presentation of the Quality Management System, and CoP Principles 4 and 11 to 15)	Mr Marek Rojíček, Ms Petra Kuncová, Mr Robert Fialka, Mr Jan Ernest, Mr Pavel Skotnica, Mr Ondřej Vozár, Ms Jitka Prokop, Mr Jaroslav Sixta, Mr Martin Zelený, Mr Dalibor Holý, Mr Juraj Lojka, Mr Michal Novotný, Ms Štěpánka Čejková, Mr Egor Sidorov, Mr Petr Eliáš, Mr René Matýšek, Mr Ebbo Petrikovits Observer: Ms Hana Šlégrová
12.15– 13.15		Lunch	
13.15– 14.25	14	Quality (organisational structure, tools, monitoring, ...) (CoP Principles 4 and 11 to 15) (continued)	Mr Marek Rojíček, Ms Petra Kuncová, Mr Robert Fialka, Mr Jan Ernest, Mr Pavel Skotnica, Mr Ondřej Vozár, Ms Jitka Prokop, Mr Juraj Lojka, Mr Michal Novotný, Mr Jaroslav Sixta, Mr Martin Zelený, Ms Štěpánka Čejková, Mr Egor Sidorov, Mr Petr Eliáš Observer: Ms Hana Šlégrová
14.25– 14.40		Coffee break	
14.40– 17.00	15 16	Methodology, data collection, data processing and administrative data (CoP Principles 2, 7 and 8)	Mr Egor Sidorov, Mr Robert Fialka, Mr Marek Rojíček, Ms Gabriela Váchová, Mr Pavel Skotnica, Mr Ondřej Vozár, Mr Jaroslav Sixta, Mr Jan Ernest, Mr Dalibor Holý, Mr Martin Zelený, Ms Pavla Trendová, Mr René Matýšek, Ms Marie Hlaváčková, Mr Petr Eliáš, Mr Juraj Lojka, Ms Jitka Prokop Observer: Ms Hana Šlégrová
Day 4 – Thursday, 19 March 2015			
09.00– 10.30	17	Dissemination, including users' consultation (CoP Principles 6, 11 and 15)	Ms Iva Ritschelová, Ms Petra Kuncová, Mr Michal Novotný, Ms Štěpánka Čejková, Ms Helena Koláčková Observer: Ms Hana Šlégrová
10.30– 10.45		Coffee break	
10.45– 12.15	18	Meeting with junior staff	Ms Petra Beranová, Ms Pavla Končelíková, Ms Martina Šimková, Mr Tomáš Harák, Ms Zuzana Dědicová, Ms Václava Vaňková, Ms Šárka Šustová, Ms Božena Půbalová,

Time		Programme	Participants
			Ms Barbora Serbusová, Ms Gabriela Váchová, Ms Eva Kačerová
12.15– 13.15		Lunch	
13.15– 14.15	19	Meeting with main users – media	Reuters: Ms Mirka Krůřová ČTK: Mr Aleš Sosnovský Czech Radio: Ms Zuzana Petráňová Právo: Mr Jiří Vavroň NSI: Mr Michal Novotný, Ms Jitka Slavíková Observer: Ms Hana Šlégrová
14.15– 15.15	20	Meeting with main users – scientific community	University of Economics in Prague: Mr Petr Mazouch CERGE-EI: Mr Daniel Münich Charles University: Mr Martin Ouředníček National Training Fund: Ms Tereza Vavřinová Charles University Environment Center: Mr Tomáš Hák Czech Statistical Society: Mr Jaromír Antoch NSI: Ms Petra Kuncová, Ms Štěpánka Čejková Observer: Ms Hana Šlégrová
15:15– 15:30		Coffee break	
15:30– 17:00	21	Meeting with main data providers/respondents	Czech Agrarian Chamber: Mr Jan Doležal RWE ČR: Mr Miroslav Krulič ČEZ: Ms Dana Hubáčková, Ms Zdeňka Jiříčková Czech Post: Ms Radka Kosinová O2 Czech Republic: Ms Eva Jiříkovská Czech National Bank: Mr Vlastimil Vojáček, Mr Rudolf Olšovský General Directorate of Customs: Mr Michal Lojda, Mr Dalibor Rucký Czech Association of Hotels and Restaurants: Ms Klára Hájková NSI: Ms Pavla Trendová, Mr Jan Ernest Observer: Mr Martin Štoček, Ms Hana Šlégrová, Mr Jiří Hrbek (partly)
Day 5 – Friday, 20 March 2015			
08.45– 10.15	2 2	Peer Review team discussion	Peer Review team
10.15– 10:30		Coffee break	
10:30– 11.30	2 3	Clarifications, remaining or additional issues and focus areas	Ms Iva Ritschelová, Mr Marek Rojíček, Mr Jan Ernest, Mr Robert Fialka, Mr Vladimír Holý, Ms Michaela Kleňhová, Ms Jana Kostková, Ms Petra Kuncová, Ms Hedvika Berková, Mr Egor Sidorov, Mr Jaroslav Sixta, Ms Hana Šlégrová, Ms Pavla Trendová, Mr Ondřej Vozár (partly)
11:30– 13.00		Peer Review team discussion / Lunch	
13.00– 15.00	2 4	Meeting with senior management: conclusions and recommendations	Ms Iva Ritschelová, Mr Marek Rojíček, Mr Radoslav Bulří, Mr Jaroslav Sixta, Mr Jan Ernest, Ms Michaela Kleňhová, Mr Egor Sidorov, Ms Hana Šlégrová, Ms Petra Kuncová, Ms Pavla Trendová

ANNEX B: LIST OF PARTICIPANTS

	Peer Review Team
1	Ms Ulrike Rockmann (chair)
2	Ms Hilikka Vihavainen
3	Mr Adrian Redmond
	Eurostat observer
4	Mr John Allen (Head of Unit, Social statistics - modernisation and coordination, Eurostat/F1)

	Czech Statistical Office
5	Ms Iva Ritschelová (President)
6	Mr Marek Rojíček (Vice-President)*
7	Mr Radoslav Bulíř (Director, Financial and Administration Section)
8	Mr Jan Ernest (Director, Business Statistics Section)*
9	Mr Robert Fialka (Director, General Methodology and Registers Section) *
10	Ms Michaela Kleňhová (Director, Demography and Social Statistics Section)*
11	Mr Jaroslav Sixta (Director, Macroeconomic Statistics Section)*
12	Ms Hedvika Berková (Director, Financing and Budget Department)*
13	Mr Dalibor Holý (Director, Labour Market and Equal Opportunities Statistics Department)
14	Mr Jiří Hrbek (Director, Agricultural, Forestry and Environmental Statistics Department)
15	Ms Jana Kostková (Director, Human Resources and Wages Department)*
16	Ms Petra Kuncová (Director, Information Services Department)*
17	Mr Juraj Lojka (Director, Business Statistics Coordination and Business Cycle Surveys Department)
18	Mr René Matýšek (Director, Statistical Programming and Central Processing Department)
19	Mr Petr Mikan (Director, ICT Administration Department)
20	Mr Michal Novotný (Director, External Public Relations Department)*
21	Mr Egor Sidorov (Director, Office of the President)*
22	Mr Pavel Skotnica (Director, Department for Methodology of Performing Statistical Processing)
23	Mr Josef Škrabal (Director, Population Statistics Department)
24	Ms Hana Šlégrová (Director, International Cooperation Department)*
25	Ms Pavla Trendová (Director, General Methodology Department)*
26	Mr Martin Zelený (Director, Household Surveys Department),
27	Mr Pavel Charvát (Head, Unit for Protection of Confidentiality and Security of Information)
28	Ms Štěpánka Čejková (Head, Information Services Unit - Headquarters),
29	Mr Petr Eliáš (Head, Classifications, Nomenclatures and Statistical Metainformation System Unit)
30	Mr David Elischer (Head, Legislative Unit)
31	Mr Tomáš Harák (Head, Services Statistics Unit)
32	Ms Helena Koláčková (Head, Internet Unit)
33	Mr Martin Netolický (Head, Client Applications Programming Unit)

34	Ms Jitka Slavíková (Head, PR Unit)
35	Mr Robert Šanda (Head, Unit for Coordination of Census Preparation and Processing)
36	Mr Martin Štoček (Head, Statistical Surveys Coordination Unit)
37	Ms Alena Urbanová (Head, International Cooperation Planning Unit)
38	Ms Lucie Vayhelová (Head, European Integration Unit)
39	Mr Ondřej Vozár (Head, Unit for Mathematical and Statistical Methods and Statistical Quality)
40	Ms Ivana Baloušová (Financing and Budget Department)
41	Ms Petra Beranová (Integration Programming and Statistical Projects Unit)
42	Ms Zuzana Dědicová (Trade, Transport and Information Service Activities Statistics Unit)
43	Ms Marie Hlaváčková (Human Resources and Wages Department)
44	Mr Vladimír Holý (Unit for Protection of Confidentiality and Security of Information)*
45	Ms Eva Kačerová (PR Unit)
46	Mr Petr Kolovecký (European Integration Unit)
47	Ms Pavla Končelíková (Classifications, Nomenclatures and Statistical Metainformation System Unit)
48	Mr Jiří Lejnar (ICT Administration Department)
49	Mr Stanislav Palas (Development and Methodology of Registers Unit)
50	Mr Ebbo Petrikovits (Classifications, Nomenclatures and Statistical Metainformation System Unit)
51	Ms Lucie Polívková (International Cooperation Planning Unit)
52	Ms Jitka Prokop (Unit for Mathematical and Statistical Methods and Statistical Quality)
53	Ms Božena Půbalová (Education, Health, Culture and Social Security Statistics Unit)
54	Ms Barbora Serbusová (Information Services Unit - Headquarters)
55	Mr Ivan Stojka (Unit for Protection of Confidentiality and Security of Information)
56	Ms Martina Šimková (Sectoral Accounts Unit)
57	Ms Šárka Šustová (Social Surveys Unit)
58	Ms Gabriela Váchová (Legislative Unit)
59	Ms Václava Vaňková (Unit for Labour Forces, Migration and Equal Opportunities)

* NSI coordinator team

	Representatives of the Czech Statistical Council
60	Bedřich Moldan (Council member, Deputy Director of the Charles University Environment Center)
61	Edvard Outrata (Council member, former President of the CZSO)
	Representatives of the Other National Authorities
62	Olga Kastlová (Ministry of Transport, Department for Strategy)
63	Jaroslav Vomastek (Ministry of Industry and Trade, Director, Department of Economic Analyses)
64	Alena Fedorová (Ministry of Industry and Trade, Department of Economic Analyses)
65	Václav Jelen (Ministry of Education, Youth and Sports, Director, Analytical-statistical Department)
66	Jaromír Nebřenský (Ministry of Education, Youth and Sports, analyst, Analytical-statistical Department)

	Representatives of main users
67	Jaroslav Vomastek (Ministry of Industry and Trade, Director, Department of Economic Analyses)
68	Blanka Šorsáková (Ministry of Regional Development, Regional Politics Department)
69	Tereza Kuncová (Ministry of Regional Development, Regional Politics Department)
70	Rudolf Olšovský (Czech National Bank, Monetary and Statistics Department)
71	Michal Němec (Institute of Planning and Development of Prague, analyzes and forecasts specialist)
72	Michal Brožka (Raiffeisenbank, analyst)
	Representatives of the media
73	Mirka Krůfová (Reuters, reporter)
74	Aleš Sosnovský (ČTK, reporter)
75	Zuzana Petrářová (Czech Radio, reporter)
76	Jiří Vavroň (Právo, newspaper staffer)
	Representatives of the scientific community
77	Petr Mazouch (University of Economics in Prague, Vice Dean for international relationships and development)
78	Daniel Münich (CERGE-EI)
79	Martin Ouředníček (Charles University, Faculty of Science, Department of Demography and Geodemography)
80	Tereza Vavřínová (National Training Fund, analyst)
81	Tomáš Hák (Charles University Environment Center, Head of Department)
82	Jaromír Antoch (Czech Statistical Society, committee member and former chairman)
	Representatives of main data providers/respondents
83	Jan Doležal (Czech Agrarian Chamber, Production Department)
84	Miroslav Krulič (RWE ČR, Senior Analyst, Participation Contr.)
85	Dana Hubáčková (ČEZ, Central controlling-statistics)
86	Zdeňka Jiříčková (ČEZ, Central controlling-statistics)
87	Radka Kosinová (Czech Post, accounting expert)
88	Eva Jiřiková (O2 Czech Republic, contact person for reporting)
89	Vlastimil Vojáček (Czech National Bank, Deputy Director, Monetary and Statistics Department)
90	Rudolf Olšovský (Czech National Bank, Monetary and Statistics Department)
91	Michal Lojda (General Directorate of Customs, Director, Department of Informatics)
92	Dalibor Rucký (General Directorate of Customs, Director, Customs Department)
93	Klára Hájková (Czech Association of Hotels and Restaurants, projects coordinator)