



## ESF project "Support to professionalisation and quality of state civil service and state administration" (PROAK project)

Czech Republic

### Key facts

#### SPECIFIC OBJECTIVE OF THE OPERATIONAL PROGRAMME

'Investments into institutional capacity and efficiency of public administration and public services'

#### TARGET GROUPS



Authorities subjected to the State Civil Service Act (no. 234/2014) and their employees

#### BENEFICIARY ORGANISATION

Ministry of the Interior

#### PROJECT DURATION

01/09/2016 – 30/06/2023

#### COORDINATOR

Štěpánka Cvejnová, Head of the office of the Minister Deputy for the State Civil Service, Ministry of the Interior



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#### PARTNERS

N/A

#### BUDGET

**EUR 5,537,604.00**

ESF contribution

**EUR 1,310,526.00**

Other contribution



#### PROJECT/ORGANISATION WEBSITE



<http://bit.ly/2t3g7W5>

<http://mvcz.cz>

### Activities implemented

#### PROJECT IN NUMBERS



**70195+**  
Positions subjected to the Act.



**200+**  
Authorities subjected to the Act



**27**  
Seminars on changes in legislation in 2017



**1**  
National conference organized in 2018

#### MAIN PROJECT TASKS



Support of implementation of the State Civil Service Act (no. 234/2014).



Support of education of employees of authorities subjected to the State Civil Service Act.



Making State civil service examination more efficient.



Support of quality management in authorities subjected to the State Civil Service Act.



Enhancement of professionalism of State civil servants in relation to the State Civil Service Act.

## Project journey: from conception to delivery

### INITIAL STAGE

#### CONTEXT OF THE PROJECT

Czechia was a country without general civil service legislation and had rather fragmented legislation on public administration employees until 2015. The PROAK project has been running since September 2016 with the **main aim to support the implementation of the State Civil Service Act** adopted in October 2014.

#### PURPOSE OF THE PROJECT

The main aim of the project is to support implementation of the Act through **use of various HRM and quality management instruments and processes and also ICT tools that are not elaborated (further) by the Act itself**. The project has four main directions: analyses, education, IT support, and quality management in central authorities. It is anticipated that thanks to the project a set of minimum requirements on HRM and quality management will be implemented in all authorities subjected to the Act. Some processes will be facilitated further by IT tools (like the state civil service exam, adaptation and training of civil servants).

#### MAIN CHALLENGES FACED, AND DIFFICULTIES ENCOUNTERED

The project is **rather complex**. At the beginning of the project **it was hard to find people for the project team** and still in June 2019 the project team was not considered as complete. **IT components of the project (like eExam) and some outputs (like ex post RIA of the Act) have been delayed** especially due to length of their public procurement. **IT experts were not so willing to participate** as expected. One of the important challenges is **to make the project 'tangible' to civil servants**, as it is harder to link 'soft' concepts like QM to direct benefits.

### PROJECT PHASE

#### KEY DEVELOPMENTS AND EVENTS DURING THE IMPLEMENTATION PROCESS

The project appears to have made most progress in its area of **quality management**, but especially in terms of guiding documents prepared for central authorities (like the Methodological Order), rather than in real practices. Also, various **analyses** were prepared (on civil service legislation in other countries or quality management and HRM diffusion in Czech public administration) and **training** (e.g. on the Act and supplementary regulations) was realized during the project. Also, the **conference 'State civil service'** was organized in 2018. New IT tool – **eExam** ('eZkouška') was launched in June 2019 in order to digitalise and automate some processes of the examination of State civil servants.

#### KEY RESULTS AND SUCCESS FACTORS

**Real implementation started only recently**. As of June 2019, the implementation of the Methodological Order was only beginning. **Most authorities opted for the minimum extent of QM practices** required by the end of 2021. Stěpánka Cvejnová pointed out two **main critical success factors of the project** – people and the quality of outputs – especially the usability of new IT systems. The performance of IT components of PROAK is considered the main critical success factor, because civil servants can feel the impact of PROAK most directly. The project can benefit from better knowledge sharing also.

### RESULTS, IMPACTS

#### (EXPECTED) IMPACT ON THE ADMINISTRATIVE SYSTEM

The project has a potential for setting a unified level of HR and quality management processes within the state administration in Czechia. It is expected that the recent extension of the project till June 2023 will help, e.g. thanks to preparation of guides for implementation of CAF and ISO 9001 in central authorities, or a proposal of a new system for continuous improvement, benchmarking and bench-learning in central administration.

#### LESSONS LEARNT: THE ROLE OF ESF FINANCIAL SUPPORT

Without the ESF support only some activities would be implemented and, for instance, new IT tools would not be developed. Thanks to the support the project has started various activities aiming at making some public management processes standard in the Czech state administration. The project team has learnt that it needs to explain more PROAK's benefits for the authorities and has to communicate and coordinate a lot with impacted authorities.

### REFLECTIONS



Source: eExam (eZkouška) logo

## Personal experiences



'It is a possible and an appropriate form of continuous improvement of internal processes in the state administration'.

**The Czech Social Security Administration (CSSA)**

'I see a potential for setting a unified level within the state administration. And also, I see the great advantage of the project in that that we will not work on something alone, but we will be able to use something prepared by others that will have proved to be successful.' –

**Jan Křivanec**, Head of the Department for Personnel Support of the General Financial Directorate

The study "Progress Assessment of the ESF Support to Public Administration" (PAPA) aims to present specific cases of ESF-funded public administration reform and capacity building initiatives. The contractor prepared 30 case studies and factsheets on ESF supported projects funded in 17 beneficiary countries of Thematic Objective 11 during the programming period 2014-2020.

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**PPMI**

Find out more about the project by following the link <http://bit.ly/PAPA-PPMI> or scan the QR code using your smartphone camera.

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