

REMUNERATION AND BENEFITS IN CENTRAL GOVERNMENT CIVIL SERVICE IN THE EU MEMBERS STATES AND EUROPEAN COMMISSION



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The views expressed in this paper are those of the author and do not necessarily represent the official position of the Government Office of the Slovak Republic.

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INTRODUCTION

Remuneration is one of the fundamental tools for human resources management which should be used to increase motivation and performance of civil servants. It should reflect such principles as equality, transparency and fairness, which should be therefore mirrored in the rules used to calculate functional salary, rewards and other benefits for civil servants¹. This also corresponds with European administrative principles which define transparency and predictability as two main pillars for remuneration as well as two main prerequisites to improve employee motivation and attract and keep qualified workforce within the civil service².

The aim of this survey is to map a relatively complex system of remuneration across the EU member states while being mostly descriptive e.g. it maps, compares and describes individual remuneration system in order to improve information sharing on an international level and promote knowledge economy.

The survey was conducted in 2016³ and its aim was collect data from all EUPAN member states and EC on the

remuneration of civil servants working in central public administration and to classify and characterize the systems of remuneration as well as to describe the latest trends in remuneration of civil servants. The data was used to prepare a workshop for Human Resources Working Group of EU Public Administration Network, which was in October 2016 in Bratislava, Slovakia.

The survey collected data on:

1. Defining features of the system of remuneration
2. Predictability and flexibility of the system of remuneration
3. Measures aimed at increasing performance
4. Benefits and other factors influencing the choice of employment in the civil service

By civil servants in central public administration, we meant employees of public institutions located in the center of the government organization with nationwide competencies. These organizations perform an executive function and are normally responsible for policy formulation. The rules related to

¹ Stratégia riadenia ľudských zdrojov v štátnej službe na roky 2015 -2020, (online). Available on: http://www.rokovania.sk/File.aspx/ViewDocumentHtml/Mater-Dokum-192011?prefixFile=m_

² OECD (2005). Performance Related Pay Policies for Government Employees. Paris: OECD. (online). Available on: http://s3.amazonaws.com/zanran_storage/www.allamreform.hu/ContentPages/2478061912.pdf

³ The survey was conducted in 2016 and its results were evaluated at the turn of 2016 and 2017. The study was finalized in 2017 and therefore these results represent the status of the remuneration system in 2016 and do not take into account the changes that may have occurred in the remuneration system in some survey participants.

employment of their employees are distinct from the rules of employees working in the private sector and are usually regulated by a specific law or legal measures. This category of state employees was chosen because it is narrow enough to enable comparison in

remuneration systems across different national public administrations. A survey conducted during August-September 2016 was sent to the EUPAN contact centers of 27-member states + European Commission⁴ + Switzerland + Serbia as observational countries.

The following countries responded to the Survey:

- | | | |
|--------------------------------|-----------------|-----------------|
| 1. Austria | 11. France | 22. Poland |
| 2. Belgium | 12. Germany | 23. Portugal |
| 3. Bulgaria | 13. Greece | 24. Romania |
| 4. Croatia | 14. Hungary | 25. Serbia |
| 5. Cyprus | 15. Ireland | 26. Slovakia |
| 6. Czech Republic | 16. Italy | 27. Slovenia |
| 7. Denmark | 17. Lithuania | 28. Spain |
| 8. European
Commission (EC) | 18. Latvia | 29. Sweden |
| 9. Estonia | 19. Luxembourg | 30. Switzerland |
| 10. Finland | 20. Malta | |
| | 21. Netherlands | |

NOTE: Slovak legislation about the remuneration of civil servants was changing during the Slovak Presidency and therefore during the workshop as well. Data in this document were presented on these workshops in October and December 2016, they were based on Act No. 400/2009 Coll. on Civil Service, modified and amended, which was valid during the workshops, summarizing and presenting the outcome. Starting on the 1st of June 2017 a new legal regulation for the remuneration of civil servants is in force i.e. Act No. 55/2017 Coll. On Civil Service, modified and amended, as a part of a larger reform of remuneration and human resources management in the Slovak Civil Service.

⁴ The information provided by the European Commission concerns only officials and do not include other servants.

1 DEFINING FEATURES OF THE CIVIL SERVICE REMUNERATION SYSTEM

1.1 CHARACTERISTICS OF THE PAY SYSTEM

Base pay – the salary or wages that every civil servant receives regularly (usually monthly) from the government by virtue of being on the payroll. Base pay is usually linked to an employee's position and is uniform across similar positions. The base wage is often cited to compare wages in the public and private sectors. It is, however, only one component of civil servants' total rewards.⁵

Pay grade – a unit in a system of remuneration. A job classification in a pay grade usually depends on factors such as job description, education or seniority. A pay range is attributed to each pay grade, based on the spot rates of all job posts classified within the pay grade.

Pay rate – an exact monetary rate attributed to a job post, also known as, “spot rate” or “pay tariff”.

Pay range – the range between the lowest and highest pay rate within a pay grade.

Pay band – a unit in a system of remuneration consisting of more pay grades and therefore allowing more pay progression.

Job family – are hierarchically differentiated posts within a certain job area or a corporate function (e.g. communication, legislation, a particular area of public policy, etc.). Jobs in a job family are similar in that they require similar knowledge, skills and abilities (competencies). Job family systems usually have separate grade and pay structures for each job family.

Competency related pay – people receive financial rewards in the shape of increases to their base pay by reference to the level of competence they demonstrate in carrying out their roles. It is a method of paying people for the ability to perform now and in the future⁶. In contrast to performance components, competency

⁵ Definition extracted from OECD (2005). Performance Related Pay Policies for Government Employees. Paris: OECD. (online). Available on: http://s3.amazonaws.com/zanran_storage/www.illamreform.hu/ContentPages/2478061912.pdf

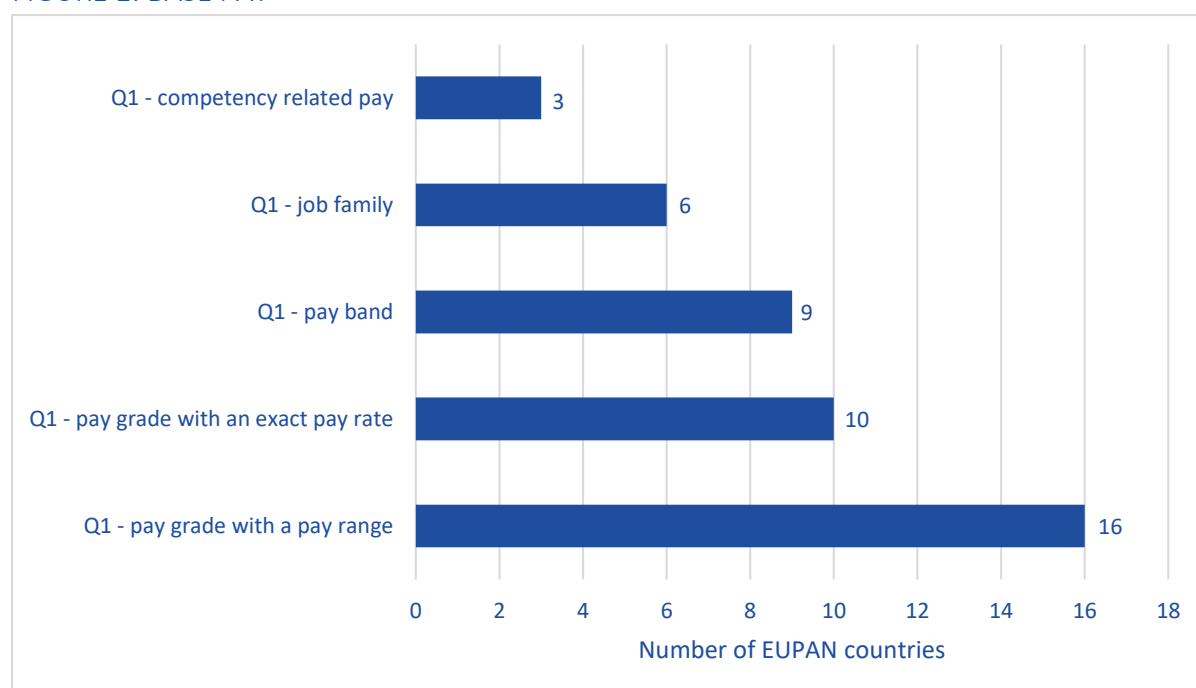
⁶ Armstrong, M. – Taylor, S. (2009). Armstrong's handbook of human resource management and practice. 11 TH. Edition. UK. Colour press Ltd.

related pay is not based on the achievement of agreed results defined as targets or outcomes, but on the competency assessment, and affects the base salary.

The goal of the first question was to categorize countries into different pay systems for the purpose of finding correlations between the pay system and, for example, professional development or other variables collected in the survey. The categorization of countries into pay systems should be based on a) type of base pay system, b) assessment of commonly used components with the particular base pay (if such patterns exist).

The data shows (see Figure 1) that most countries (16) use pay grade with a pay range, i.e. a system of pay grades exists and each pay grade has within itself a pay range (i.e. salary from XX to XY, rather than a fixed rate XZ). This system allows salary mobility within the same pay grade. Depending on the criteria (i.e. seniority/merit vs. automaticity/managerial discretion), the opportunity for salary mobility may have a significant impact on civil service motivation and performance.

FIGURE 1: BASE PAY



SOURCE: Government Office of Slovakia, On the basis of results of the Survey made in 2016

NOTE: Slovakia is one of the countries that use the system - pay grades with a fixed pay rate. At present, the Slovak remuneration system is changing to make the state service more attractive in order to increase mobility and career opportunities.

Similarly, countries that use pay bands group several positions into one band enabling salary progression within this

band. Again, based on the criteria, this system may impact motivation and performance.

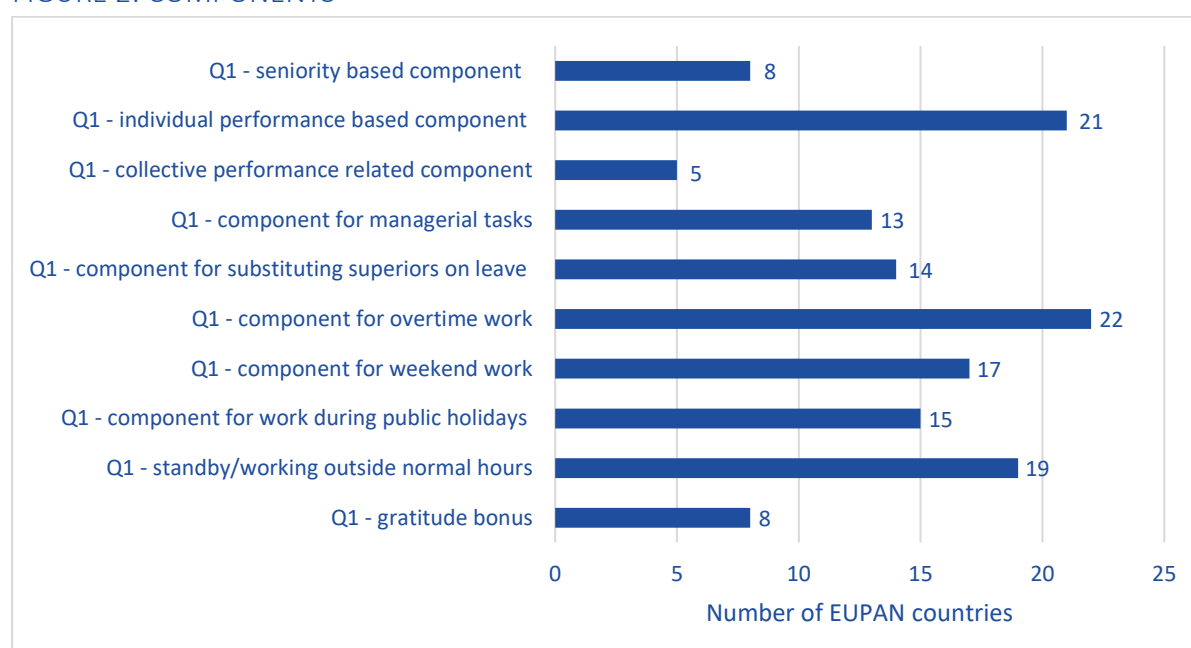
Pay grades with a fixed pay rate do not allow salary progression within a grade. Salary progression will depend on progress to a higher grade – this can pose requirements on civil servant's skills and abilities and may sometimes involve having to go through a selection procedure. Because of the amount of effort, a civil servant has to invest into increasing his/her salary, these systems are not considered as motivating as the ones mentioned above.

Job families (Cyprus, Estonia, France, Italy, Latvia and Serbia) and competency related pay systems (Austria, France, and Latvia) are generally less popular among the countries (see in Figure 1). This could be due to their complexity. Job families usually have separate grade and pay structures for each job area or a corporate function (e.g. communication, legislation, a particular area of public policy, etc.).

Competency related pay systems, on the other hand, require indexes or coefficients for different levels of competencies. For example, the basic salary in Croatia is the product of the coefficient of the complexity of the job of the civil servant (competency coefficient) and the basis for calculation of salary (5.108,84 kn or 680 €), increased by 0.5% for each year of.

As for the components of pay, most countries use a component for overtime work and individual performance. Component for weekend work and work during public holidays is also common. Less common is a so-called gratitude bonus, i.e. civil service bonus, additional annual remuneration or anniversary award used in Poland or Bonus for exceptional service-related achievements used in Estonia. Similarly, the collective performance related component is not very common (only 5 out of 29 respondent's service).

FIGURE 2: COMPONENTS



SOURCE: Government Office of Slovakia, On the basis of results of the Survey made in 2016

Reward – a sum in addition to the monthly salary which can be awarded for various reasons, e.g. for good performance, for managerial tasks, etc. A civil servant is normally not entitled to a reward, but there can be types of reward that do allow entitlement.

Overtime component – financial or another form of contribution (e.g. unpaid

holiday) for working more than the regular working week requires.

Component for individual performance – a salary component granted on the basis of the performance of an individual.

Component for collective performance – a salary component granted on the basis of the performance of a group.

2 PREDICTABILITY AND FLEXIBILITY OF THE SYSTEM OF REMUNERATION

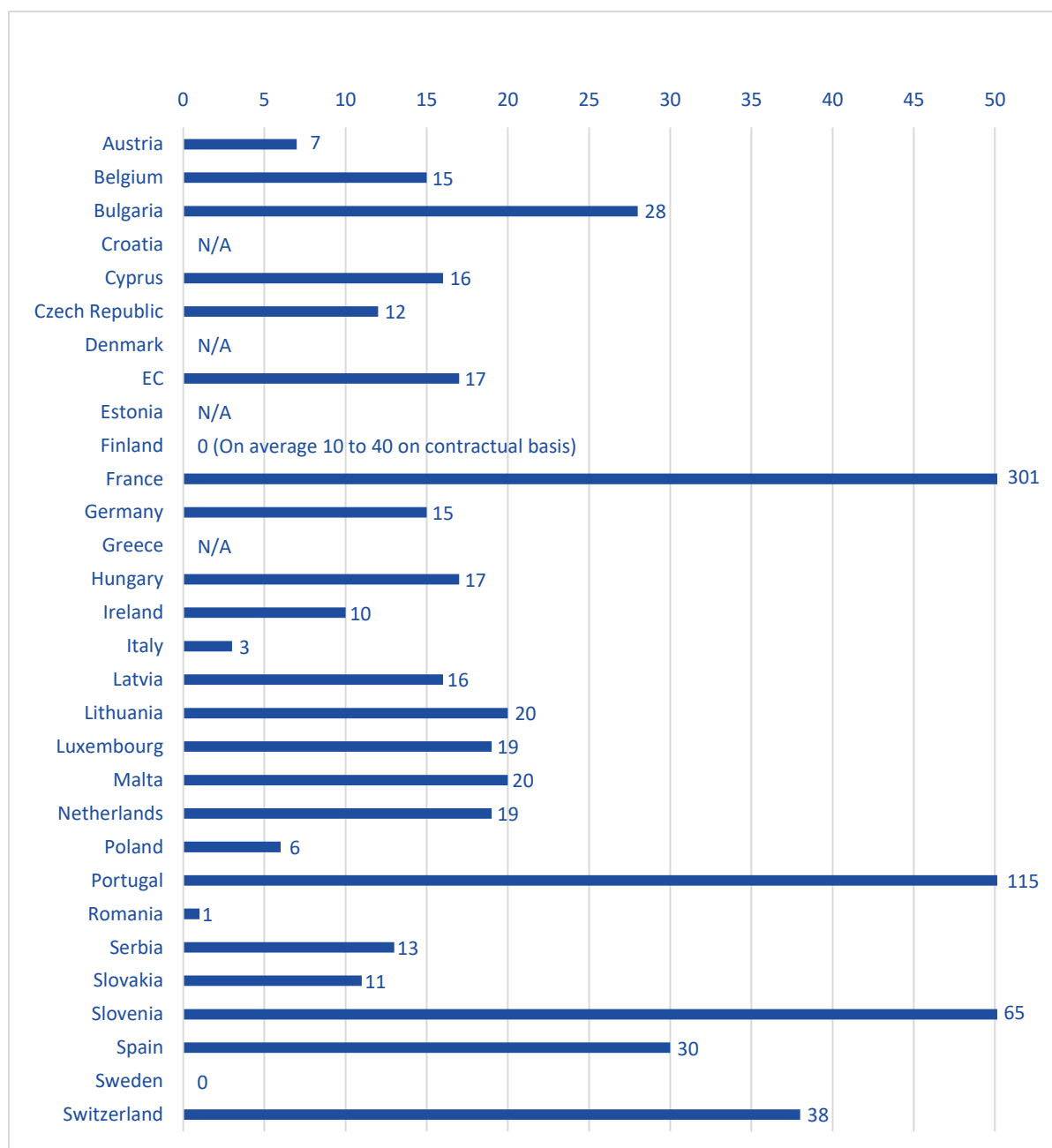
2.1 FEATURES OF THE PAY GRADE

The number of salary grades may have an impact on the system of salary progression. In general, the more salary grades there are, the smaller the differences between them. This raises the importance of the conditions under which a civil servant progresses into a higher salary grade, e.g. if they are too strict (i.e. s/he has to go through a public selection procedure, gain new skills, etc.) it may be generally not worth the effort to progress into a salary grade only slightly higher than the one s/he is already in. On the contrary, a low number of salary grades imply that the differentiation between the salaries is higher. This raises the importance of the differentiation of job roles per salary grade, because if the job content in different grades is similar a risk of entitlement to a higher salary grade increases.

Figure 3 looks at number of salary grades and there are countries with salary grades

under ten (Austria, Italy, Poland and Romania), but most countries have salary grades between the number 10 – 20 (Belgium, Cyprus, Czech Republic, EC, Germany, Hungary, Ireland, Latvia, Lithuania, Luxemburg, Malta, Netherlands, Serbia and Slovakia. There are also countries with salary grades between 20-50 (Bulgaria, Spain, Switzerland) and countries exceeding 50 salary grades (Slovenia, Portugal, France, Finland). Finland has 102 collective bargaining contracts and 112 appendices. The number of pay grades varies from contract to contract but is usually from 10 to 40. For statistical and comparison purposes, a government's pay classification (levels 9—2) is used and maintained by the Office for the Government as Employer. Each pay grade is converted into general commensurable points and further into a classification based on job demands. Because payments based on conditions and tasks are included in the monthly salary in some of the contracts, this pay grade data includes only task-specific component and individual performance component.

FIGURE 3: NUMBER OF SALARY GRADES



SOURCE: Government Office of Slovakia, On the basis of results of the Survey made in 2016

NOTE: Slovakia is in the 11 categories because of Act No. 400/2009 Coll. On Civil Service, modified and amended, only recognizes 11 grades, but there are only 6 of these 11 grades used in practice by Central State Administration. Since 1st June 2017 a new legal regulation on the remuneration of civil servants, i.e. Act No. 55/2017 Coll. on Civil Service, modified and amended, which identifies 9 pay grades.

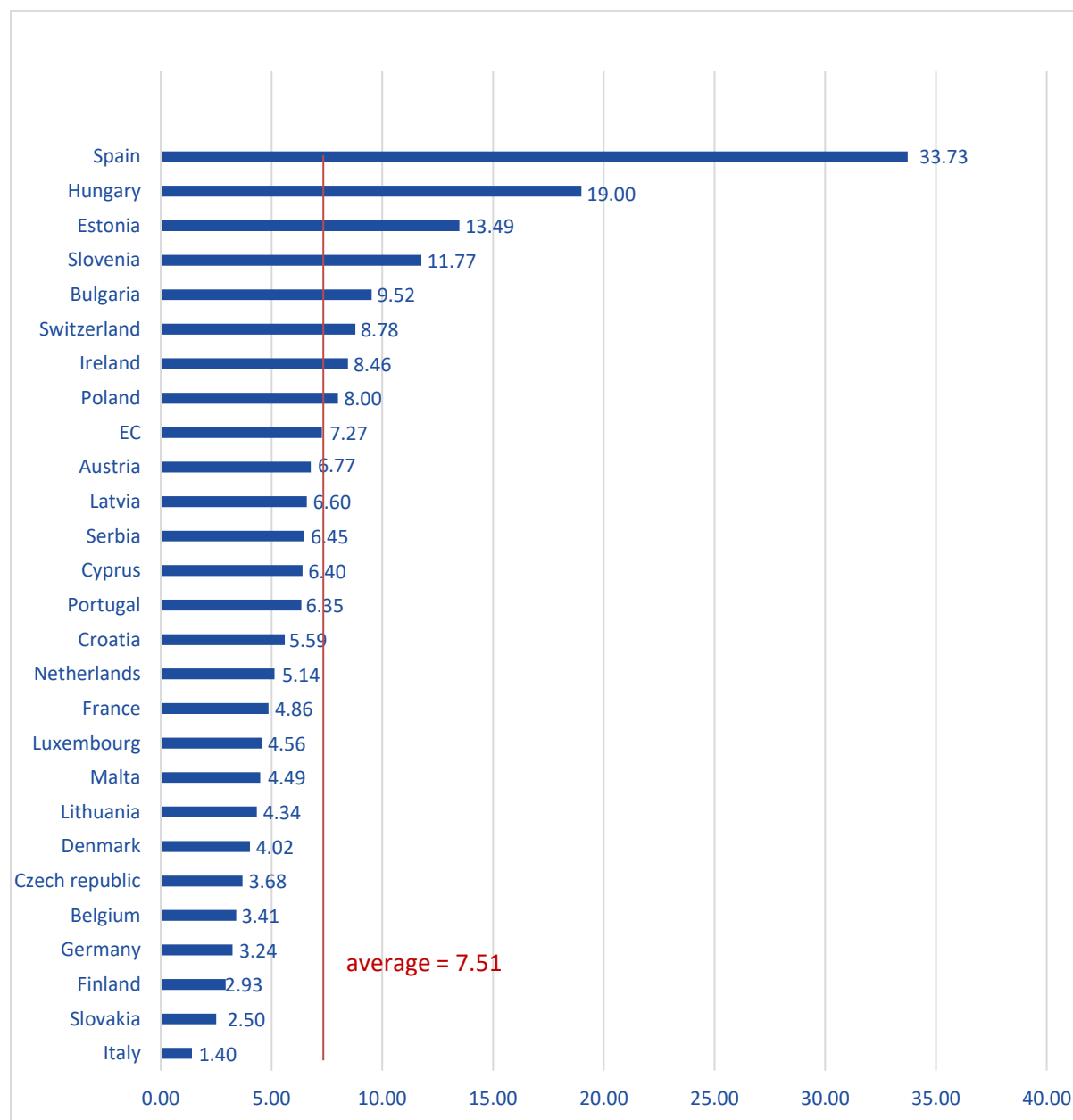
The difference between the lowest and the highest salary (see Figure 4) is called the compression ratio and implies the opportunity for salary progression. In general, the higher this ratio, the more

opportunity for salary progression, which can significantly affect the motivation and performance of civil servants. In the table below, this ratio is expressed as a multiple of the lowest salary. The average

compression ratio is approx. 7.54, which means that the average highest salaries are

7.54 times higher than average lowest salaries.

FIGURE 4: COMPRESSION RATIO OF HIGHEST TO LOWEST SALARY

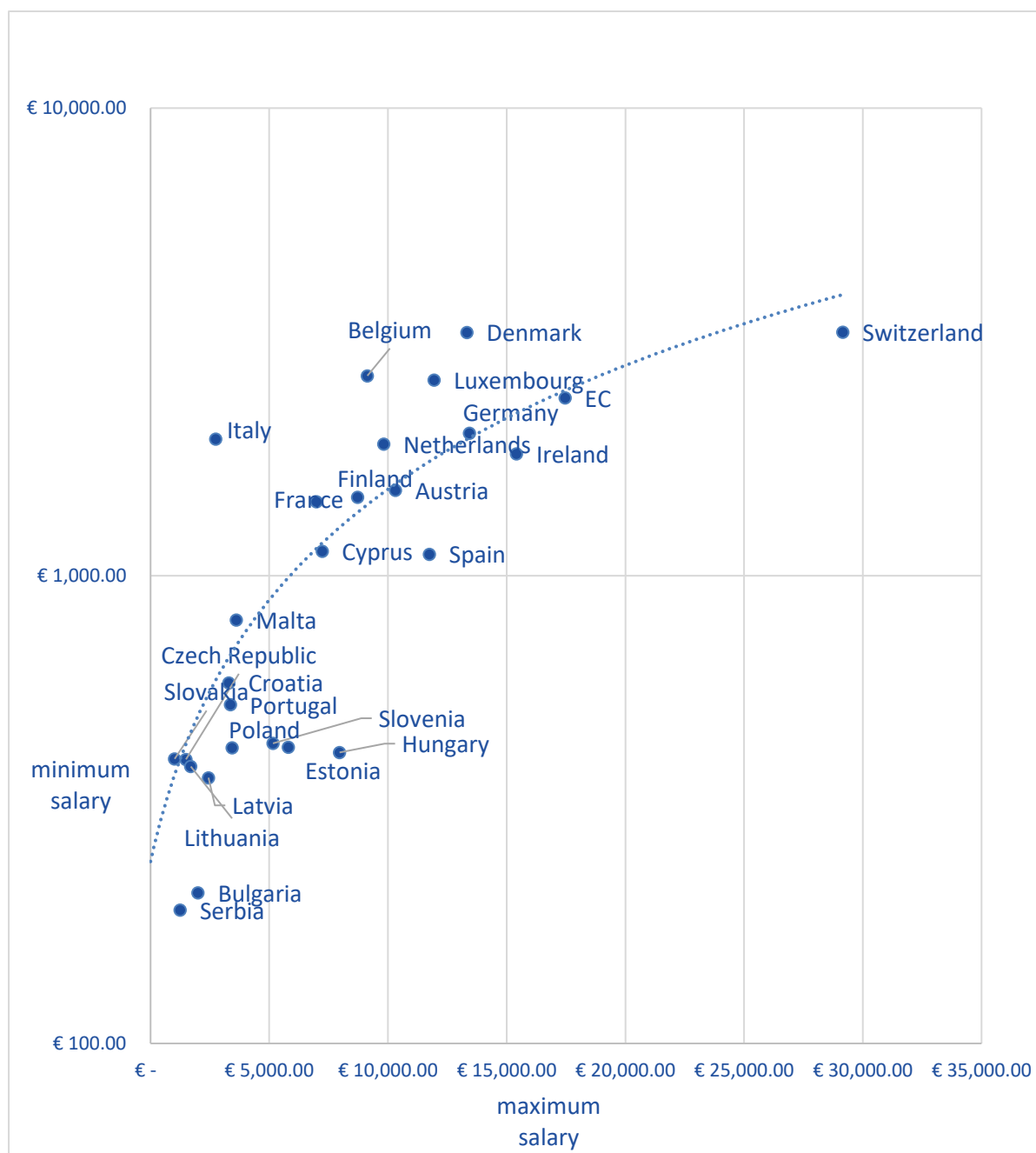


SOURCE: Government Office of Slovakia, On the basis of results of the Survey made in 2016

The graph (see Figure 5) also shows us highest and lowest salaries in comparative perspective. We can easily see the levels of lowest and highest salaries per country. The lowest and highest salaries are lowest

in Serbia, Bulgaria, Lithuania, Slovakia and the Czech Republic. The lowest and highest are highest in Switzerland, Denmark, Luxembourg and EC.

FIGURE 5: COMPARATIVE PERSPECTIVE OF HIGHEST AND LOWEST SALARY



SOURCE: Government Office of Slovakia, On the basis of results of the Survey made in 2016

The line across the graph is a linear prediction of the relationship between highest and lowest salaries. If the countries are close to the line, their lowest and highest salaries are in balance. For example, per the linear prediction, Denmark's lowest and highest salary is in balance, but Belgium's lowest salary is quite high when compared to its' highest

salary. This information is also apparent from the compression ratio in the graph above – whereas Denmark's compression ratio is 4.02 (i.e. highest salaries are 4.02 times higher than lowest), Belgium's ratio is only 3.41 and as the table shows, it is probably due to the relatively high lowest salary. Hungary has a very low lowest salary, as according to the linear prediction

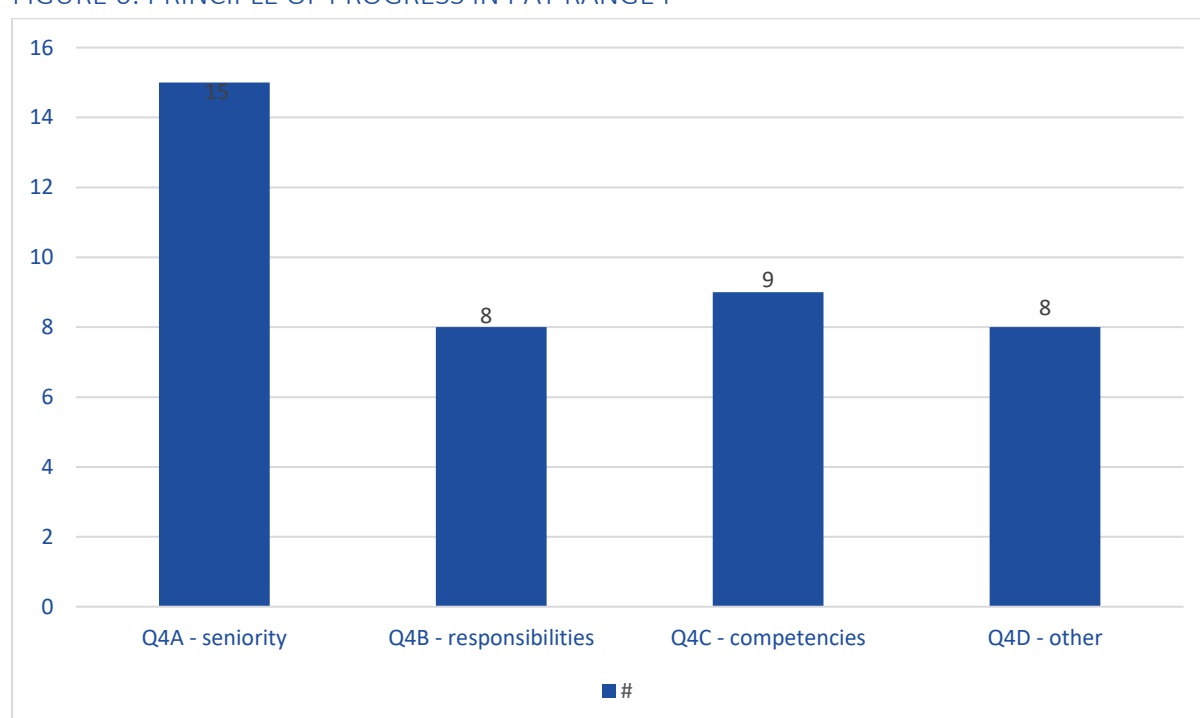
we would expect them to be on the level above 1000 EUR/month gross, not below 1000, as they are now. Countries can also be compared to the average in the graph. Both values, average and linear prediction (trend) are based on the data given by countries, i.e. they are not normative, they only express what is the usual trend.

pay ranges (i.e. salary from XX to XY, rather than a fixed rate XZ per pay grade) need to think about the criteria under which a civil servant progresses into a higher pay range. As the graph shows, most countries use seniority as the main principle of progress to a higher pay range. Some countries use an increase in responsibilities and in competencies as the main criterion.

2.2 PRINCIPLES OF PROGRESS IN PAY RANGE

This question is relevant when interpreting results to question 1. Countries that use

FIGURE 6: PRINCIPLE OF PROGRESS IN PAY RANGE I



SOURCE: Government Office of Slovakia, On the basis of results of the Survey made in 2016

A detailed look at the countries and their criteria under which a civil servant progresses into a higher pay range offers the following table (see Table 1). Most countries that have mentioned the possibility “other” (see Table 1) said civil servant progress is based on the

performance appraisal criteria, efficiency and merit as for example in Ireland. In Ireland, there are increments awarded which are subjected to certain criteria such as achieving a rating of three or more in their end of year performance review.

For example, in Poland, according to the Ordinance of the Head of Civil Service concerning standards of human resources management in the Civil Service, while fixing a basic salary the Director General of

the Office has to take into account in particular: 1) job evaluation, 2) performance assessment, including the level of competencies and work results, 3) account job market conditions.

TABLE 1: PRINCIPLE OF PROGRESS IN PAY RANGE II

PRINCIPLE OF PROGRESS IN PAY RANGE	(N= 24)	#	%	COUNTRIES
Seniority	15	54%	Austria, Belgium, Croatia, Czech Republic, EC, France, Germany, Hungary, Italy, Latvia, Luxembourg, Netherlands, Romania, Serbia, Switzerland	
Responsibilities	8	29%	Austria, Estonia, Finland, France, Latvia, Serbia, Spain, Switzerland	
Competencies	10	38%	Austria, Estonia, Finland, France, Germany, Italy, Latvia, Serbia, Spain, Switzerland	
Other	8	33%	Bulgaria, Cyprus, Ireland, Lithuania, Malta, Netherlands, Poland, Portugal	

SOURCE: Government Office of Slovakia, On the basis of results of the Survey made in 2016

2.3 EXCEPTIONS FROM THE PAY GRADE

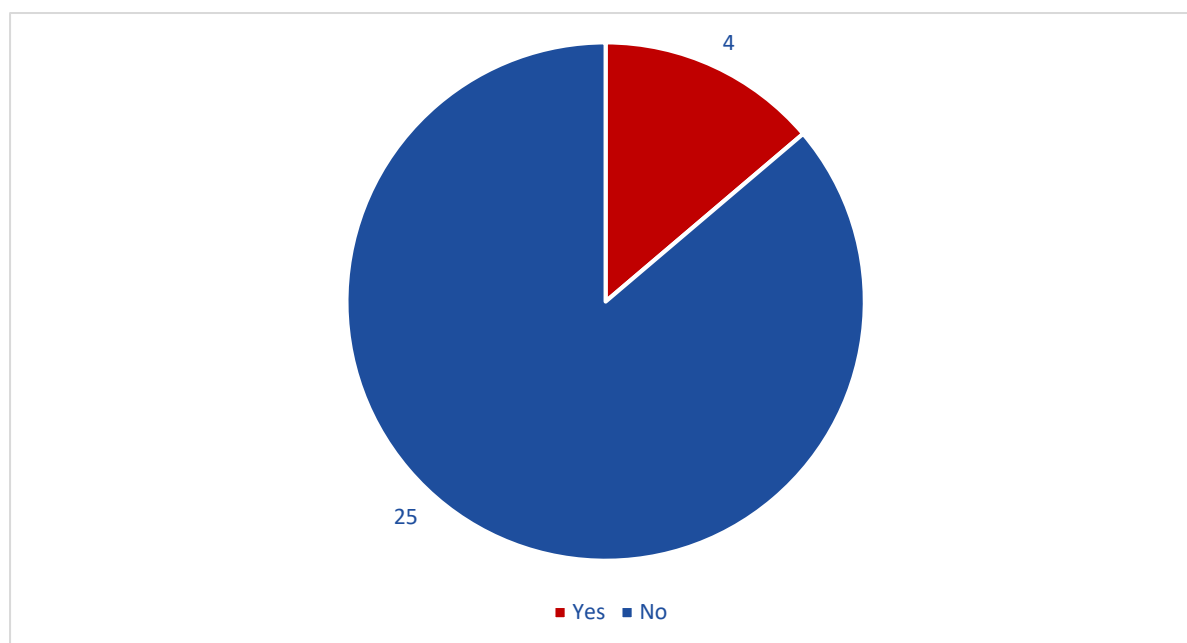
In most countries (25 out of 29) a possibility of agreement on different pays for a civil servant other than the one officially stated in a pay grade is not possible. However, there are countries (Austria, Estonia, Finland, and Netherlands) where it is possible.

For example, in Austria, civil servants can come under a special contract (Sondervertrag). In general, Art 36 Contract Staff Act stipulates that special contracts (e.g. concerning pay that differs from the statutory salary scheme) can only be concluded in exceptional cases. There are no official documents, but internal

guidelines concerning the payment based on special contracts between the contractual public employee and the employer (which have the purpose of a consistent system of remuneration). The pay rates within the internal guidelines derive from the pay schemes stipulated by law. These pay rates are restricted to that amount which is justifiable for a certain position or service.

In Finland, the limit to how high or low salaries can be given by the collective agreements of state civil servants, as well as budget constraints. In the Netherlands, however, it seems that top public managers have a different pay system and therefore it is possible to agree on salaries higher than in the regular pay grades.

FIGURE 7: POSSIBILITY TO AGREE ON DIFFERENT PAY



SOURCE: Government Office of Slovakia, On the basis of results of the Survey made in 2016

As we can see in the previous text each Central PA has an established system of remuneration with the ones with the fixed criteria being dominant. Despite these fixed criteria some countries, in some cases, allow civil servants to agree on their salary without taking the official pay grades into account (tariff pays). To agree on a salary is possible only in 4 countries (See Figure 7). In some the agreement is possible only for specific categories of civil servants, like political nominees, in others, it is possible for regular civil servants as well.

In Slovakia, the agreement on a salary outside the official pay grade is possible for

any civil servant (it doesn't have to be a political nominee, nor managerial position). A Civil servant with salary outside of the official pay grade system has to be working on either particularly significant tasks or on extremely challenging tasks. As long as the civil servant is working on such tasks, i.e. the reasons and conditions on which the salary was agreed on persist, s/he is entitled to the salary. There is no salary ceiling which may lead to differences across the Central PA because Slovakia has a decentralized Human Resources management, i.e. two civil servants performing similar tasks can be remunerated differently.

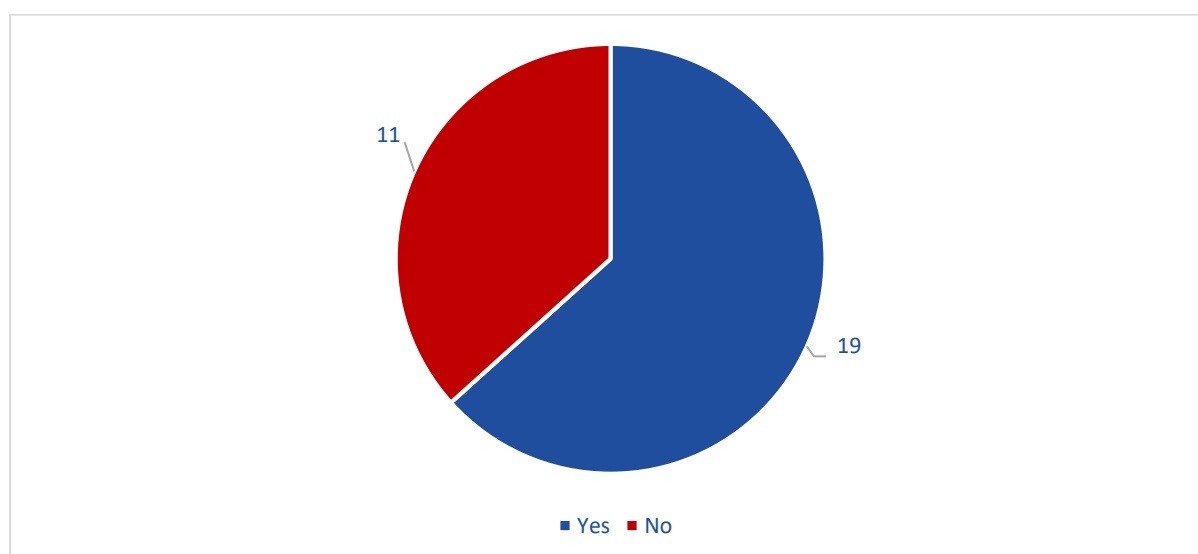
3 MEASURES FOR INCREASING PERFORMANCE

3.1 INDIVIDUAL PERFORMANCE RELATED COMPONENT

For individual performance related component (further as “PR component”), i.e. part of the salary that is based on performance, the respondents were asked

questions about the existence of formal regulation for criteria of PR component, if it does who is responsible for creating and approving PR component and who, apart from the creators and approvers, is involved in the process of granting the PR component. Surprisingly (see Figure 8) only 19 out of 30 countries have formally defined criteria for granting the PR component.

FIGURE 8: CRITERIA FOR GRANTING THE PERFORMANCE RELATED COMPONENT



SOURCE: Government Office of Slovakia, On the basis of results of the Survey made in 2016

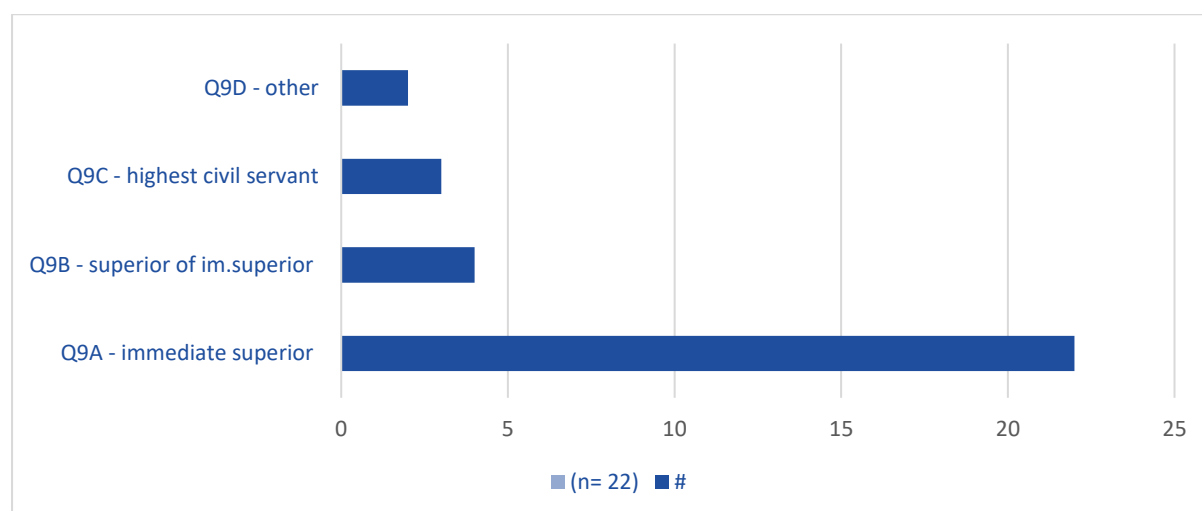
For example, in Sweden, principles for pay setting are given in national collective agreements with the unions. More detailed criteria are decided on agency level during the defined process of pay setting. Pay formation and pay setting should contribute to achieving the goals of

the operations and to operations being carried out effectively and efficiently. A crucial prerequisite for effective and well-functioning operations is that the employer can recruit, motivate, develop and retain employees with skills that are needed in the short and long term. The pay

is an instrument to ensure this and should stimulate engagement and development at work and be perceived as fair in relation to job performance and work efforts. An employee's pay should be determined by objective factors such as responsibilities, job demands, and other requirements associated with the work tasks, as well as the employee's skill and performance against the objectives of the operations. On the other hand, for example in Slovakia criteria are set only by the quality of the performance of the civil service.

The questions on PR components are relevant for assessing who is involved in the process of granting a PR component to a civil servant. The results show that in most countries the proposal is put forward by the immediate superior employee (see Figure 9). This presumably helps in terms of granting PR components to those that really deserve it, as it is the immediate superior who will have first-hand information on the performance of his/her employees.

FIGURE 9: PROPOSERS THE GRANTING OF A PR COMPONENTS I



SOURCE: Government Office of Slovakia, On the basis of results of the Survey made in 2016

A detailed look at the countries and proposers for granting performance

related components offers the following table (see Table 2).

TABLE 2: PROPOSERS FOR GRANTING A PR COMPONENTS II

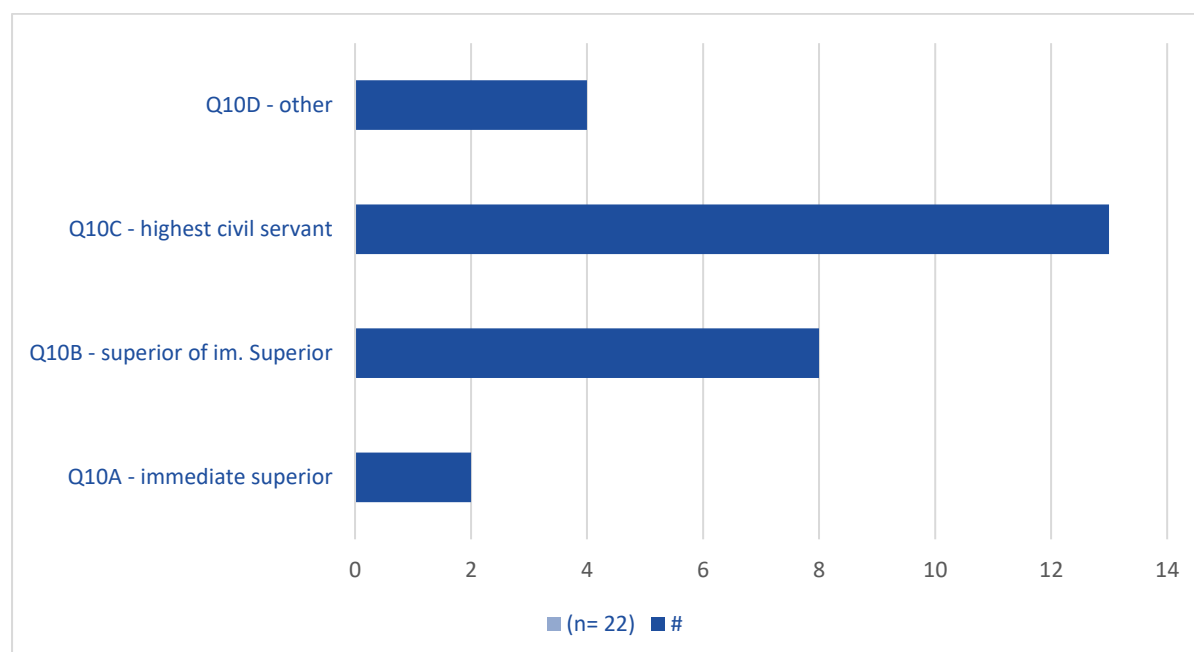
(N= 28)	#	%	COUNTRIES
Immediate superior	22	95%	Austria, Bulgaria, Czech Republic, Denmark, Estonia, Finland, France, Germany, Hungary, Italy, Latvia, Lithuania, Malta, Netherlands, Poland, Portugal , Serbia, Slovakia, Slovenia, Spain, Sweden , Switzerland
Superior of immediate superior I	4	18%	Germany, Lithuania, Portugal , Serbia
Highest civil servant	3	14%	Germany, Portugal , Serbia
Other	2	9%	Czech Republic, Portugal

SOURCE: Government Office of Slovakia, On the basis of results of the Survey made in 2016

As Figure 10 shows, approval for granting the component is needed and this will be given, in most cases (12), by the highest

ranked civil servant, such as the head of the service office. In some cases (7) it can be the superior of the immediate superior.

FIGURE 10: APPROVERS FOR GRANTING PR COMPONENTS I



SOURCE: Government Office of Slovakia, On the basis of results of the Survey made in 2016

This can be mostly for budgetary reasons, i.e. so that the organization does not exceed its budget. However, in some countries, the highest ranked civil servant can be a political nominee. This would mean that the element of politics could enter into the decision-making process of

granting a PR component, which could have undesired effects.

A detailed look at the countries and approvers for granting performance related components offers the following table (see Table 3).

TABLE 3: APPROVERS FOR GRANTING OF PR COMPONENTS II

(N= 24)	#	%	COUNTRIES
Immediate superior	2	9%	Portugal, Sweden
Superior of im. superior	8	36%	Austria, Finland, France, Germany Italy, Netherlands, Portugal, Spain
Highest civil servant	12	56%	Bulgaria, Estonia, Finland, Germany, Hungary, Latvia, Lithuania, Poland, Portugal, Serbia, Slovakia, Slovenia, Switzerland
Other	4	18%	Czech Republic, Denmark, Finland, Malta

SOURCE: Government Office of Slovakia, On the basis of results of the Survey made in 2016

Comparing the data (Tables 2 and 3) shows that almost all countries have proposal and approval on different levels, with the exception of Portugal, Sweden and Serbia. Serbia and Sweden have approval and proposal on one particular level (Serbia – highest civil servant, Sweden – immediate superior). Portugal is the only country that involves all three into the decision-making process of granting a PR component – the immediate superior, the superior of the immediate superior and the highest ranking civil servant. Five countries also specified other people involved. These usually are the head of the civil service commission (The Czech Republic, only in

some cases where the civil servant does not have a higher superior), HR department representatives (Sweden, Portugal, France and Finland) and unions (Sweden) as well as equal opportunity commissioner or disabled-employee officer.

As for percentage share, only some countries register data per cent for civil servants which received PR component. List of the countries with PR component data per cent can be seen in Table 4.

TABLE 4: PERCENTAGE OF CIVIL SERVANTS WITH PR COMPONENT

COUNTRIES	PERCENTAGE
Belgium	0%
Cyprus	0%
Czech Republic	95%
Denmark	56%
Finland	99%
Germany	15%
Hungary	60%
Latvia	52%
Lithuania	60%
Malta	5%
Netherlands	13%
Slovakia	87%
Sweden	99%
Switzerland	31%

SOURCE: Government Office of Slovakia, On the basis of results of the Survey made in 2016

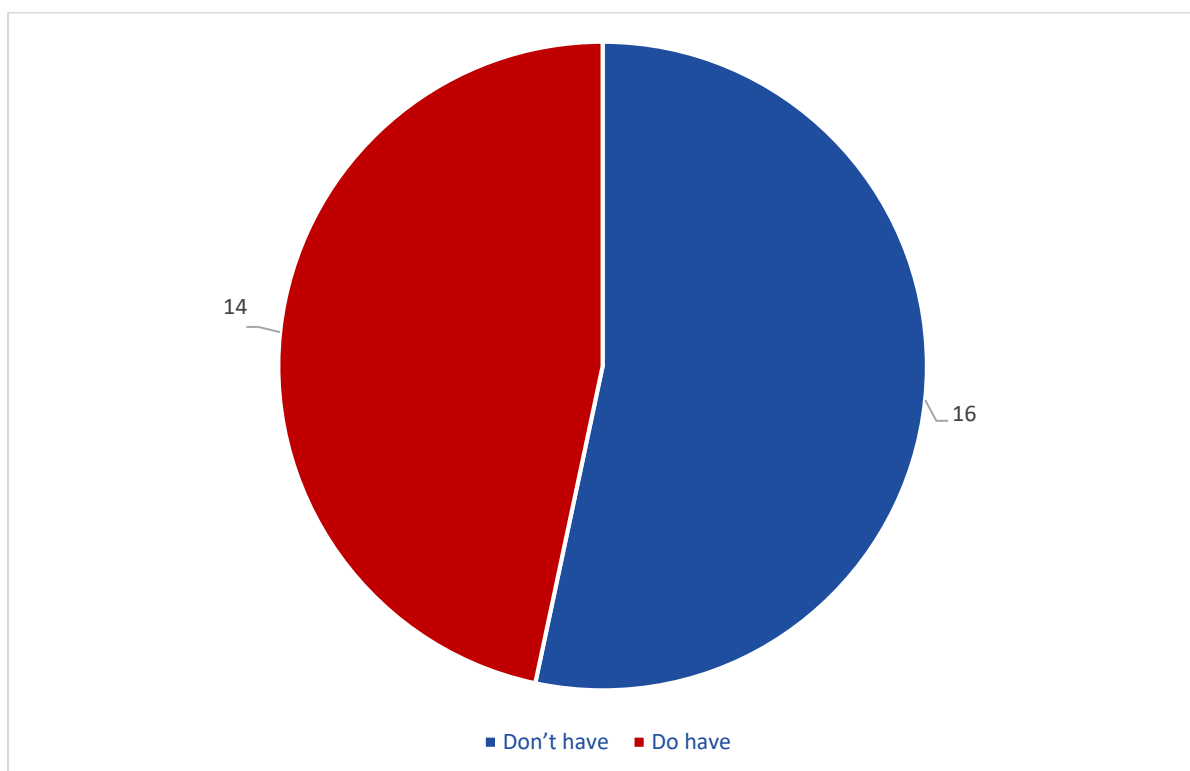
The percentage share of civil servants with PR component significantly differs among the countries that collect these data. Percentage share varies between 5 and 95 per cent. This proves that PR component may be relatively hard to obtain in some countries (e.g. Malta, the Netherlands,

Germany) and uses more complex criteria to obtain. Whilst concerning Germany there are particular regulations regarding e.g. task forces, project or working groups with several civil servants who can benefit from PR components but counting only as one civil servant within the limits of the

above-mentioned quota. This leads to a differentiated consideration. On the other hand, some countries use PR component as a regular part of a salary (Sweden, Finland, Czech Republic, Slovakia). It can be assumed that in these countries everyone entering the central PA expects that after some time a part of his/her salary will be in a form of PR component regardless how the criteria are set.

The average percentage of civil servants that have a PR component in EUPAN countries is 46.66%. This data, however, should be treated with much care as a significant number of countries (14 out of 30) responded with not having access to such data, while some of the other countries only provided rough estimates.

FIGURE 11: NUMBER OF COUNTRIES REGISTERING A PERCENTAGE OF PR COMPONENTS



SOURCE: Government Office of Slovakia, On the basis of results of the Survey made in 2016

4 BENEFITS AND OTHER FACTORS INFLUENCING THE CHOICE OF EMPLOYMENT IN THE CIVIL SERVICE

In order for a system with lower salaries to motivate people to enter the central PA and retain the employees in the system (mostly in order to keep the fluctuation of civil servants low and to retain employees with so-called institutionalized memory), it should offer benefits. The basic division of benefits is into financial and non-financial ones, or we can divide them into ones that are used during the whole civil service or ones that are only connected to the termination of the civil service. This is the reason while the representatives of the countries have been asked about the length of a working week, flexible working time, annual leave, sabbatical leave, notice period, retirement benefits, severance pay and other benefits.

4.1 CIVIL SERVANT'S WORKING WEEK

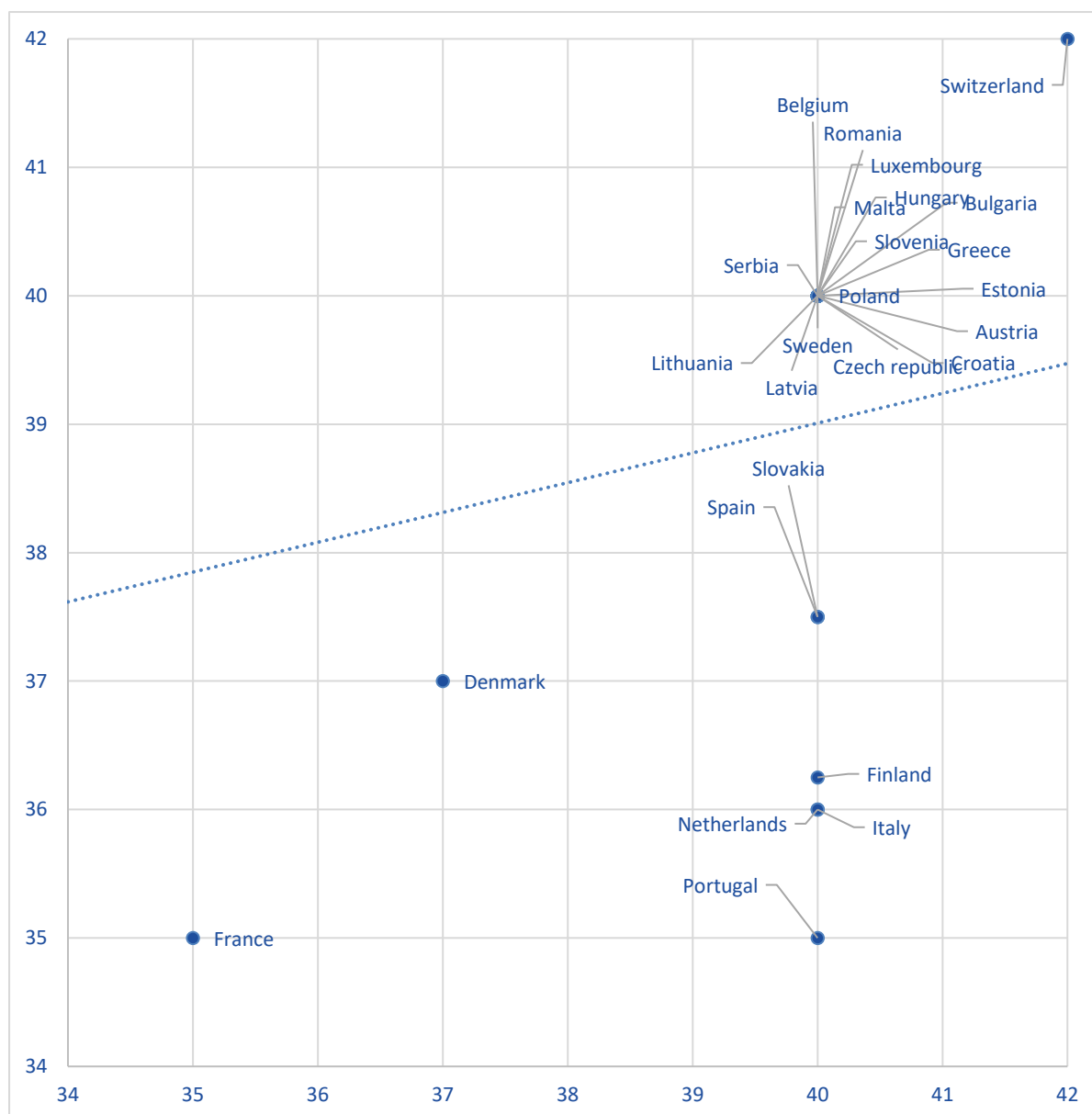
The following information can be relevant when assessing the advantages of working

in the public sector vs. the private. In general, the salaries tend to be higher in the private, for-profit sector. However, there are other means of attracting civil servants into the public sector.

One of them is the number of working hours. In the survey, **working week was defined as** the amount of time measured in hours or days in a week that a civil servant is at the disposal of the employer, executing civil service and is fulfilling his duties in line with his work contract.

As can be seen in Figure 14, the majority of countries (... out of ...) have an equal number of working hours in the public and private sectors, i.e. they do not use the number of working hours as an element to attract employees. The standard work week in these countries is 40 hours in both sectors.

FIGURE 12: COMPARING OF WORKING HOURS PER WEEK FOR PUBLIC AND PRIVATE SECTOR



SOURCE: Government Office of Slovakia, On the basis of results of the Survey made in 2016

NOTE: Vertical is the working time in the public sector and horizontally is the working time in the private sector.

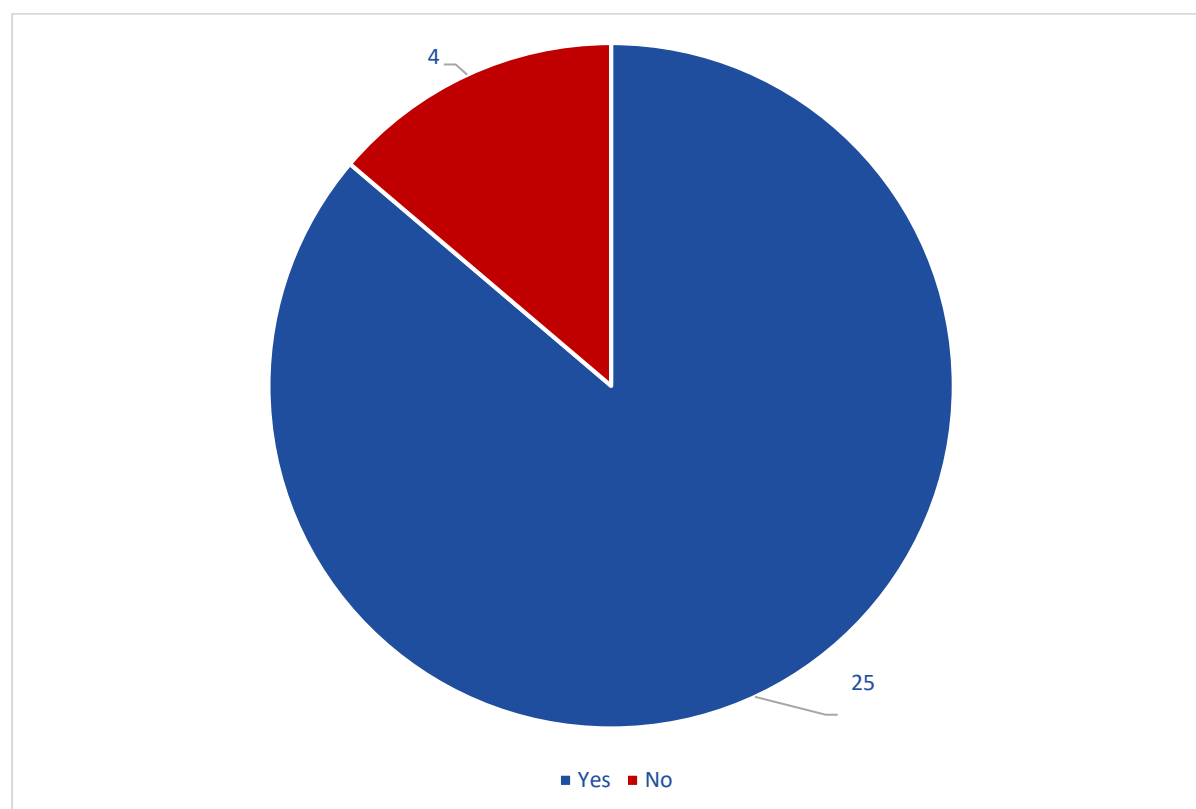
As we can see in Figure 14 countries in the lower right sector are the ones that use reduced working week in central PA. When sorted from lowest to highest the first is Portugal (35 hours public sector/40 hours' private sector), Italy (36 hours public sector/40 hours private sector), Finland and the Netherlands, Spain and Slovakia. As for Finland, the working week in public

sector is 36, 25 hours for most of the central government (83.8%). For 14.1% of the central government, there are 38.25 hours within a working week. The rest varies from 36.25 to 36.6 hours. Slovakia is in the same segment as the countries with reduced working week because despite having working week legally set to be 40 hours, it is usually reduced to 37.5 hours a

week each year by a collective agreement. France and Denmark are interesting as they have the same working week in private and public sectors, but in both cases, the working week is shorter than

most other countries (see Figure 14). The other countries have the same working weeks, i.e. 40 hours in both sectors with Switzerland being an exception having the longest working week of all the countries.

FIGURE 13: FLEXIBLE WORKING TIME



SOURCE: Government Office of Slovakia, On the basis of results of the Survey made in 2016

The survey defined flexible working time as the distribution of working time between compulsory office hours and voluntary office hours. This usually means that civil servants can come to work later/leave earlier if the necessary number of hours is spent in the office. This is the most utilized benefit from all the mentioned benefits in the survey across central public administrations (25 out of 29 countries). Flexible working time is a non-financial benefit and its nature is to help civil servants organize their private and work life and therefore it is a very welcome benefit by both sides, by employers and

civil servants alike. It mostly helps with commuting during morning/afternoon traffic, picking up children from kindergarten, etc. Due to this, it is known as a work-life balance benefit. On the other hand, flexible working time allows civil servants to come to work earlier or stay at work longer when it is necessary to fulfil urgent tasks. Flexible working time regulation differs among the countries with Slovakia, Sweden, Hungary, France, Finland, Estonia and Austria stating that amount of flexible working hours, i.e. how many hours the employees need to be in the office depends on the type of

organization and the employer. In some countries like Slovenia the number of hours differs based on particular days, i.e. Monday to Thursday the employees are required to be in the office from 9:00 to 15:30 and on Friday only from 9:00 to 14:30. Slovakia, similarly to e.g. Spain, the flexible working time is calculated weekly. The employee is obliged to work 37.5 hours in a given week and needs to be in the office at least until 14:30. This means that s/he can split the benefit and can be in the office longer and some shorter while having the necessary number of working hours. On the other hand, in the Czech Republic, there is not a set number of working hours in a working week that the employee needs to be in the office. Law on Civil Service as amended in section 100, paragraph 2 by Act No. 262/2006 Coll., Labour Code, section 85 on the flexible division of working hours states that the employer can choose which start and end of basic and optional working hours. The employee is required to be in the office during the basic working hours.

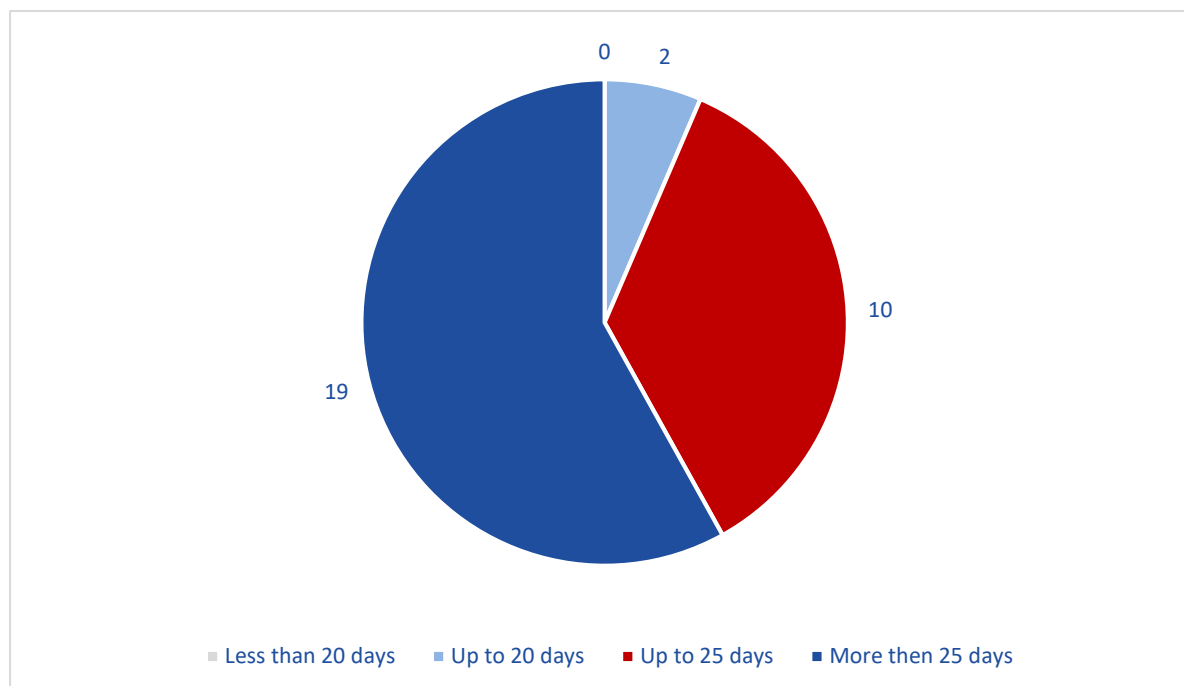
In Luxembourg, there is, for example, regular weekly working time of 40 hours. According to the legislation about flexible working time, the civil servant may be present for only 30 hours a week. This, however, means that he/she has to compensate the 10 missing hours during the next weeks in such a way that at the end of the month, he/she has only a minus

of 6 hours as compared to the regular working time as stated in the legislation. Hence, daily working time cannot be less than 6 hours or exceed 10 hours.

4.2 CIVIL SERVANTS ANNUAL LEAVE

Another comparative advantage of working in the public sector can be the number of days for annual leave. Annual leave is the amount of holiday that a civil servant is entitled to after a year of service. In 19 central PAs, the civil servants have more than 25 days of annual leave, 10 countries have 25 days of annual leave and in only 2 cases (Latvia, Switzerland) less than 20 days. A number of days in annual leave are different not only across the countries but within the countries themselves as well because there are several variables (criteria) on which the number of days in annual leave is calculated such as e.g. age, years in civil service, years employed (including the private sector), etc. In some cases, the number of days in annual leave is stable each year, in others, it depends on the collective agreement for example in Croatia, Slovakia or Denmark. For example, in Denmark, civil servants are entitled to 5 weeks based on law and one additional week based on the collective agreement.

FIGURE 14: ANNUAL LEAVE I



SOURCE: Government Office of Slovakia, On the basis of results of the Survey made in 2016

As previously mentioned most of the 19 countries that have more than 25 days of annual leave for civil servants stated that years of working experience is one of the

relatively often used criteria for the additional days of annual leave. The range for days of annual leave in each country can be seen in Table 5.

TABLE 5: ANNUAL LEAVE

COUNTRY	ANNUAL LEAVE	COUNTRY	ANNUAL LEAVE
Austria	25 to 30 days	Italy	32 days
Belgium	26 to 33 days	Latvia	33 days
Bulgaria	20 to 32 days	Lithuania	28 to 42 days
Croatia	18 to 30 days	Luxembourg	32 days
Cyprus	20 to 36 days	Malta	24 days
Czech Republic	up to 25 days	Netherlands	up to 25 days
Denmark	25 to 30 days	Poland	N/A
EC	24 to 30 days	Portugal	up to 25 days
Estonia	25 days	Romania	up to 25 days
Finland	30 to 38 days	Serbia	20 to 30 days
France	up to 25 days	Slovakia	25 to 30 days
Germany	30 days	Slovenia	20 to 35 days
Greece	up to 25 days	Spain	22 to 28 days
Hungary	more than 25 days	Sweden	28 to 35 days
Ireland	N/A	Switzerland	20 to 30 days

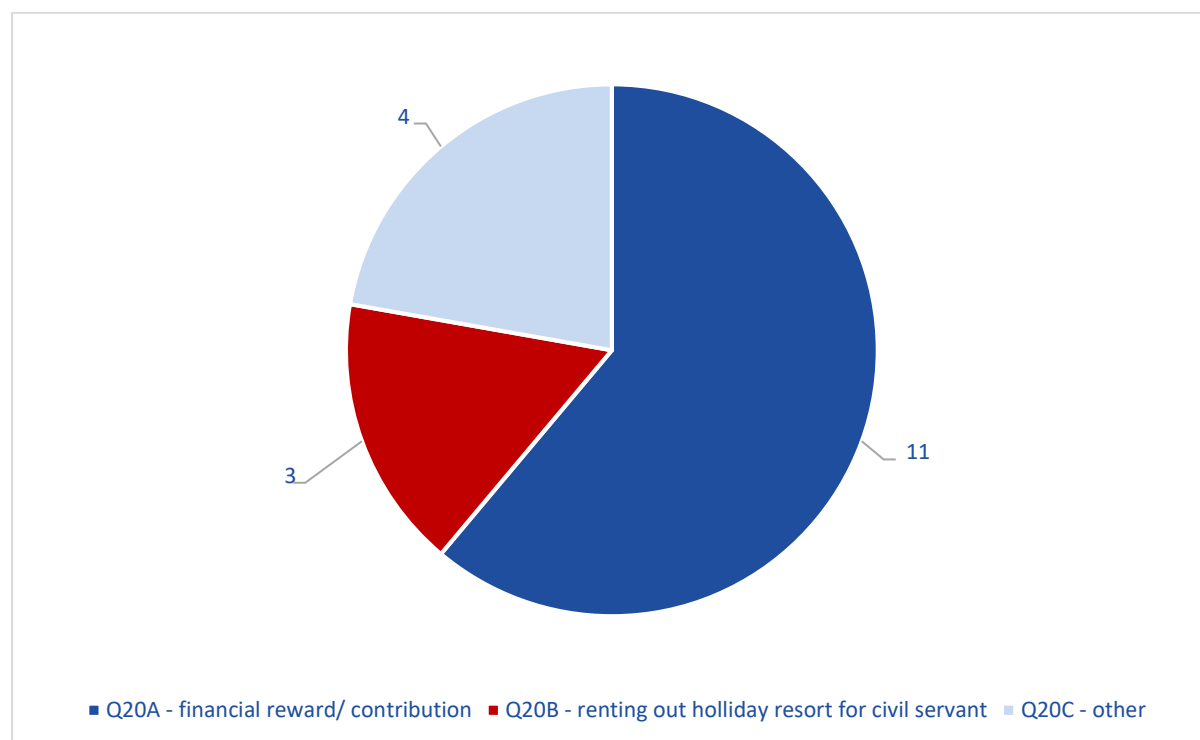
SOURCE: Government Office of Slovakia, On the basis of results of the Survey made in 2016

From the sample of countries that responded to the number of days of annual leave, 23 stated that apart from the years of working experience they use other criteria as well with pay grade and age of the employee being the most common. For example, in Slovakia, a civil servant until the age of 33 has 20 days of annual leave and age 33 or more (not depending on the number of years of working experience in civil service) is entitled to 25 days of annual leave. This claim is usually increased by 5 days in the collective agreement of a higher degree. For example, in Hungary, annual leave is made up of basic annual leave (25 days per year) and additional annual leave which is depending on the qualification, grades, the number of children and other health-based reasons. These factors make the number of annual leave individual and quite different.

Annual leave is a time intended for civil servant's relaxation and some countries grant financial contribution or the opportunity to rent holiday facilities as a part of their benefits and motivation programs. Therefore, in the survey, we also asked if there is any extraordinary contribution to the annual leave, in terms of providing cheaper holiday facilities to employees or in terms of providing an extra holiday payment contribution.

13 of the responding countries (30) stated that they do not grant benefits directly related to employee's vacation. In the other 17 countries, we were asking what type of benefit are they providing (see Figure 16), e.g. whether it is a form of financial contribution related to a vacation, or a benefit that provides an opportunity to rent holiday facilities at a discount price which is the case in Slovakia as well.

FIGURE 15: CONTRIBUTION TO ANNUAL LEAVE



SOURCE: Government Office of Slovakia, On the basis of results of the Survey made in 2016

As can be seen in Graph 16 most of the countries, in this case, are providing some sort of a contribution, but 4 countries have the benefit in a form of a discount in holiday facilities (Bulgaria, Poland, Slovakia and Slovenia). Among the three countries that selected the “other” option, two stated that the benefit depends on the particular civil office but they didn’t state the type of benefit used. Austria stated that they do not use this form of benefits as their federal public employees receive four special allowances which are not linked to a specific purpose within the run of the year.

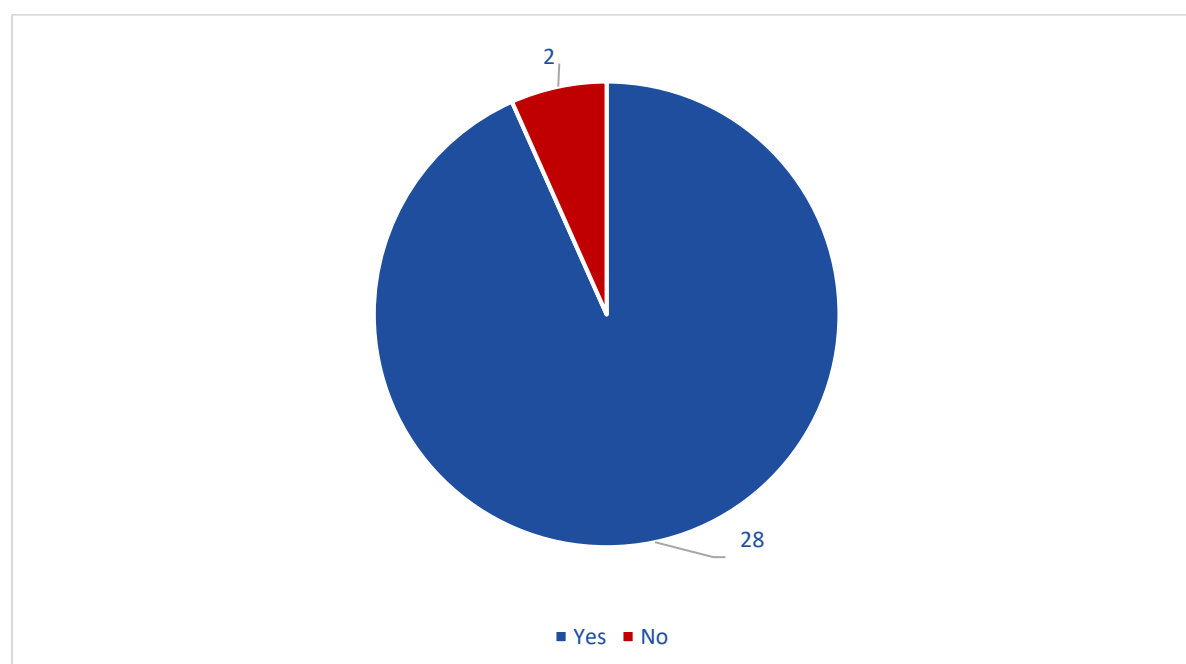
4.3 SABBATICAL LEAVE

Sabbatical leave is a limited leave from the civil service with the right of the civil servant to return after this period. It can be allocated for any purpose such as

prevention of burnout, care of family or children, higher studies, etc. However, a sabbatical leave is not the same thing as a maternal, paternal leave or caring for relatives during sickness, as these types of leave are explicitly regulated by law and are hence not part of the sabbatical leave. Regarding sabbatical leave, countries were asked to respond with details about the presence of sabbatical leave in the systems of central public administrations, compensation during sabbatical leave, possibility or obligation of the employer to provide sabbatical leave upon request of a civil servant and the length of the sabbatical leave.

It was found out that 28 out of 30 countries recognize the term sabbatical leave, i.e. it is possible to go on sabbatical leave in these countries. On the other hand, 2 countries (Poland and Romania) have no sabbatical leave.

FIGURE 16: SABBATICAL LEAVE

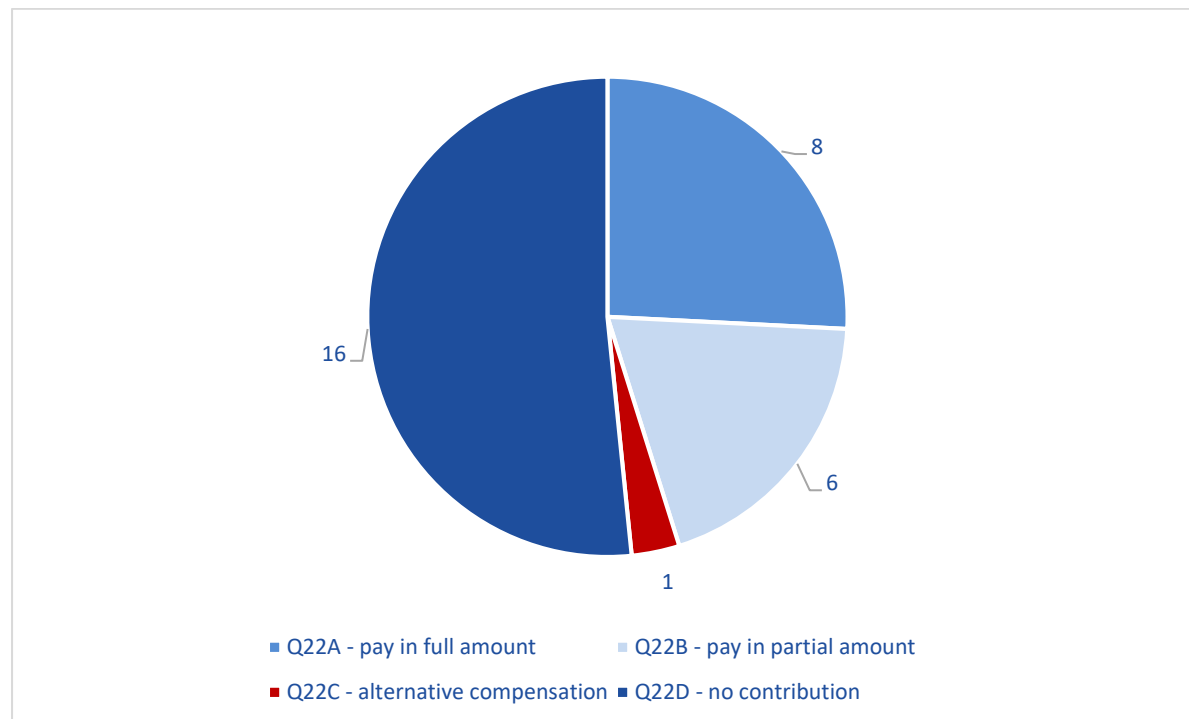


SOURCE: Government Office of Slovakia, On the basis of results of the Survey made in 2016

In many countries, sabbatical leave is known as “unpaid leave” and as the title suggests, it is unpaid. Figure 18 shows how

many of the countries which recognize sabbatical leave have paid, unpaid or partly paid sabbatical leave.

FIGURE 17: PAID SABBATICAL LEAVE



SOURCE: Government Office of Slovakia, On the basis of results of the Survey made in 2016

The table below shows (see Table 6) a clearer categorization of countries with no

sabbatical and fully, partly or unpaid sabbatical.

TABLE 6: FORM OF CONTRIBUTION FOR CIVIL SERVANT DURING SABBATICAL LEAVE

(N= 25) # % COUNTRIES			
Pay in full amount	8	32%	Croatia, Denmark , Malta, Latvia, Portugal, Slovakia, Slovenia, Switzerland,
Pay in partial amount	6	24%	Austria, Belgium, Denmark , Germany, Greece, Sweden
Alternative compensation	1	4%	Denmark
Unpaid	14	56%	Bulgaria, Czech Republic, Denmark , EC, Estonia, Finland, France, Hungary, Ireland, Italy, Luxembourg, Netherlands, Slovakia, Slovenia, Spain, Sweden

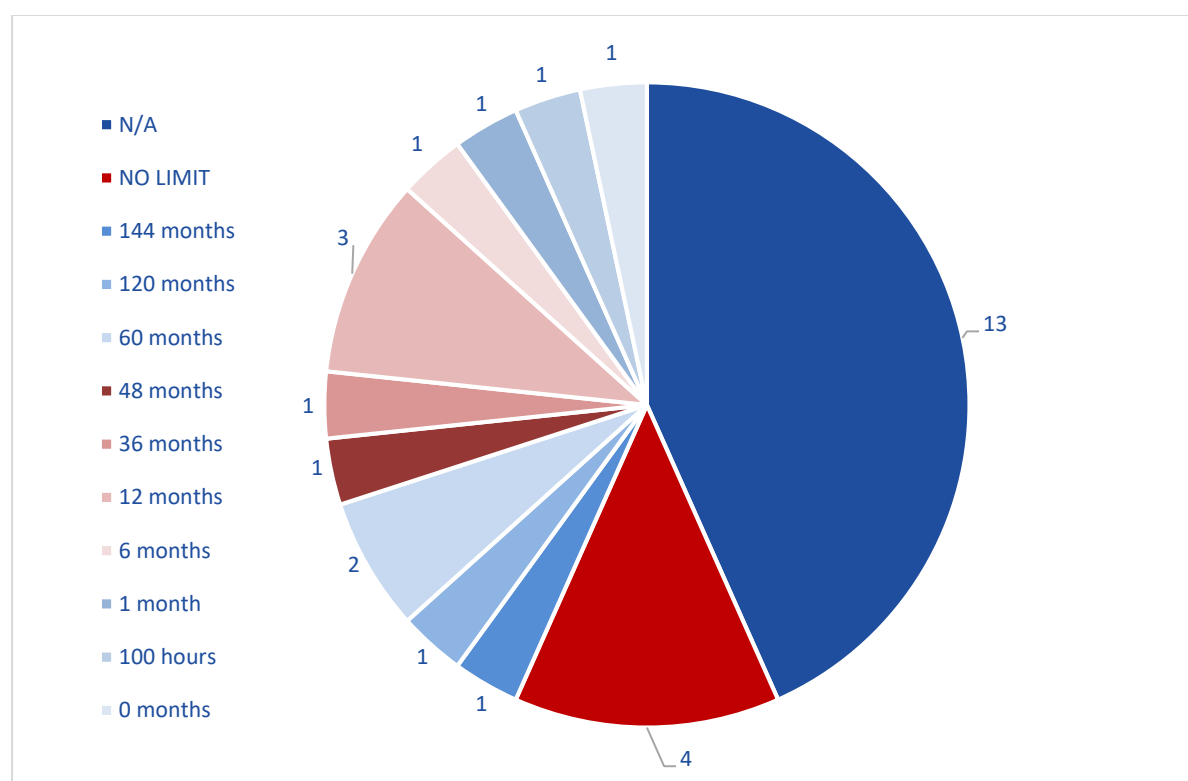
SOURCE: Government Office of Slovakia, On the basis of results of the Survey made in 2016

Denmark is listed in several categories because it depends on the type of sabbatical leave. Slovakia is in the categories “unpaid”, but also “pay in full amount”, because, in Slovakia, the employer has the possibility to provide sabbatical leave with pay in full amount as well, but practically this option is not preferred. In Slovenia, it could also be these two options. In case of education in civil servant’s own interest, the civil servant has the right to absence from work due to preparation for the exam, but he does not receive payment or any other form of financial contribution from state whilst on sabbatical leave. On the other hand, in the case of education in the

interest of the employer, the civil servant has the right to absence from work due to preparation for the exam and he receives pay from state whilst on sabbatical leave.

As Figure 19 shows, the lengths of sabbatical leave are very differently modified, but as we can see four countries have no formally regulated limits for the length of the sabbatical leave. In three cases the sabbatical leave is limited to 12 months. In EC, it is limited to the maximum of 12 years of unpaid leave, similarly in Luxembourg, where it is 10 years. In Greece, it is up to 5 years which can be partially remunerated.

FIGURE 18: LENGTH OF SABBATICAL LEAVE



SOURCE: Government Office of Slovakia, On the basis of results of the Survey made in 2016

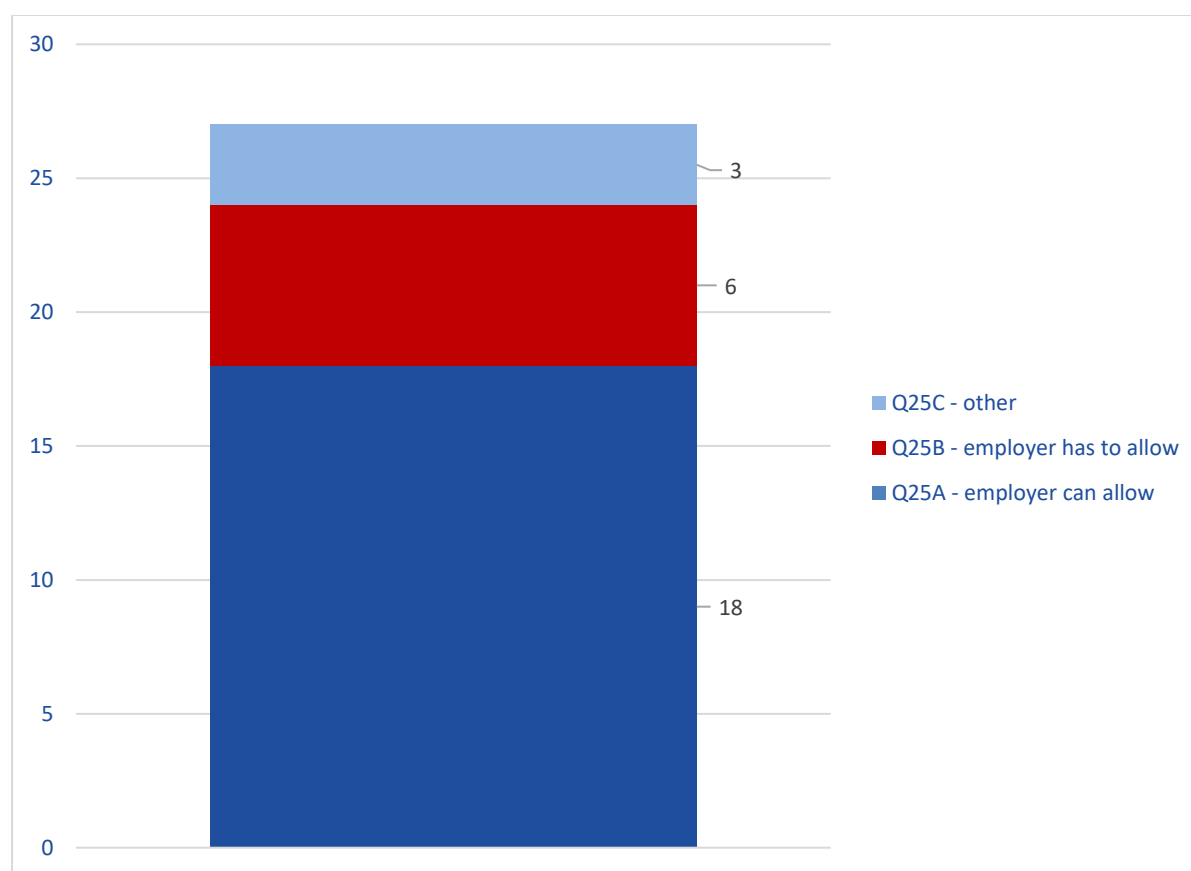
In the discussion of sabbatical leave, the question of its approval is also very interesting, so we asked in the survey

whether a civil servant asking for a sabbatical leave needs the employer’s permission. In very few (4 out of 27) is the

granting of sabbatical leave an obligation of the employer (he has to allow SL). In most countries, the employer can but does not have to allow it, for example, in Cyprus (see Table 7). In Cyprus, the employer can but does not have to allow a sabbatical leave in all cases except for the maternity leave and the unpaid leave for purposes of providing care to the new-born child. In the last two cases, it is obligatory to allow it. On the other hand, for example, Denmark is in the second category (see Table 7), the employer has to allow a sabbatical leave if the employee has a genuine legal claim to leave, e.g. for service in international organizations that Denmark is a member of or cooperates with or when applying for a

maternity leave. The similar case is in Portugal. There is a sabbatical leave that may be granted to a teacher definitively appointed established, with performance appraisal equal to or higher than good and at least, eight years of uninterrupted length of service in the actual fulfilment of teaching functions, for a period of one school year, under conditions that are set by an order of the member of the government responsible for educational area. The sabbatical leave may still be enjoyed by career university professors (full professor, associate professor and assistant professor) with six years of effective service acting as such.

FIGURE 19: ASKING FOR SABBATICAL LEAVE I



SOURCE: Government Office of Slovakia, On the basis of results of the Survey made in 2016

TABLE 7: ASKING FOR SABBATICAL LEAVE II

(N= 25)	#	%	COUNTRIES
Employer can allow	18	72%	Austria, Belgium, Croatia, Cyprus, Czech Republic, EC, Finland, Germany, Ireland, Italy, Lithuania, Luxembourg, Malta, Netherlands, Serbia, Slovakia, Slovenia, Switzerland
Employer has to allow	6	24%	Bulgaria, Denmark, France, Latvia, Portugal, Sweden
Other	3	12%	Greece, Lithuania, Spain

SOURCE: Government Office of Slovakia, On the basis of results of the Survey made in 2016

Research has shown that three countries do not fit into any of the options because in these countries approval for sabbatical leave depends on its kind duration. In Spain granting a voluntary leave of absence for personal use is subordinate to the service needs, with due cause. It may not be granted when disciplinary action has been taken against the public civil servant.

political environment of the civil service, many countries use severance pay to soften the effects of termination. The survey results showed that not that many countries use severance pay, i.e. an amount paid to an employee on the early termination of a contract. This is common in only 14 countries, which represents half of the countries surveyed (see Table 8).

4.4 CIVIL SERVANT'S SEVERANCE PAY

Due to high turnover in some positions which are often a consequence of the

TABLE 8: CIVIL SERVANTS ENTITLED TO SEVERANCE PAY

(N= 28)	#	%	COUNTRIES
Yes	14	52%	Austria, Bulgaria, Croatia, Czech Republic, Estonia, Latvia, Lithuania, Poland, Portugal, Serbia, Slovakia, Slovenia, Sweden, Switzerland
No	14	52%	Belgium, Cyprus, Denmark, Finland, France, Germany, Greece, Hungary, Ireland, Luxembourg, Malta, Netherlands, Romania, Spain

SOURCE: Government Office of Slovakia, On the basis of results of the Survey made in 2016

Severance pay is tied to the termination of civil service and a civil servant can receive

severance pay multiple times if his civil service is terminated multiple times. In

some countries the number of years working for the same employer increases the entitlement for severance pay and in other countries the severance pay is the same despite the number of years working for the employer. As can be seen in Table 9, in 20 countries the severance pay

depends on the number of years worked in the civil service.

TABLE 9: THE AMOUNT OF SEVERANCE PAY AND THE NUMBER OF YEARS IN THE CIVIL SERVICE

(N= 20)	#	%	COUNTRIES
Yes	12	63%	Austria, Czech Republic, Greece, Hungary, Latvia, Lithuania, Poland, Portugal, Serbia, Slovakia, Slovenia, Switzerland
No	8	42%	Belgium, Bulgaria, Croatia, Denmark, Estonia, Luxembourg, Netherlands, Sweden

SOURCE: Government Office of Slovakia, On the basis of results of the Survey made in 2016

For example, in Slovakia, a civil servant is entitled to two times the amount of a functional salary. If the duration of the civil service was longer than 2 years, s/he is entitled to severance pay worth three times the functional salary. In the Czech Republic the severance pay is based on the duration of uninterrupted employment in the civil service, similar to Slovakia, in an

amount three times the functional salary, but it can be as high as twelve times the monthly salary. In multiple countries, the severance pay is structured according to the years employed in the civil service. For example, in Hungary, this structure goes up to 20 years of civil service where the severance pay is equal to 8 times the monthly salary (see Figure 20).

FIGURE 20: SEVERANCE PAY IN HUNGARY

Example: Hungary		
Years spent in the civil service:		
3 years	→	1 month's salary
5 years	→	2 months' salary
8 years	→	3 months' salary
10 years	→	4 months' salary
13 years	→	5 months' salary
16 years	→	6 months' salary
20 years	→	8 months' salary

SOURCE: Government Office of Slovakia, On the basis of results of the Survey made in 2016

4.5 CIVIL SERVANTS RETIREMENT PAY

The aim was to find out whether a person, who is a civil servant retires will get some money from the employer as a kind of “thank you” for the whole career. According to the survey results, less than half of the respondents (14 out of 29, see

Table 10) provide retirement pay for civil servants when retiring, while 15 central public administration systems in do not recognize such benefit. Slovakia grants this benefit as one monthly salary. This amount is usually increased by another monthly salary by collective agreement of a higher level and a company collective agreement.

TABLE 10: CIVIL SERVANTS ENTITLED TO A RETIREMENT PAY

(N= 29)	#	%	COUNTRIES
Yes	14	50%	Austria, Bulgaria, Cyprus, Czech Republic, Germany, Greece, Ireland, Italy, Latvia, Malta, Poland, Serbia, Slovakia, Slovenia,
No	15	54%	Belgium, Croatia, Denmark, Estonia, Finland, France, Hungary, Lithuania, Luxembourg, Netherlands, Portugal, Romania, Spain, Sweden, Switzerland,

SOURCE: Government Office of Slovakia, On the basis of results of the Survey made in 2016

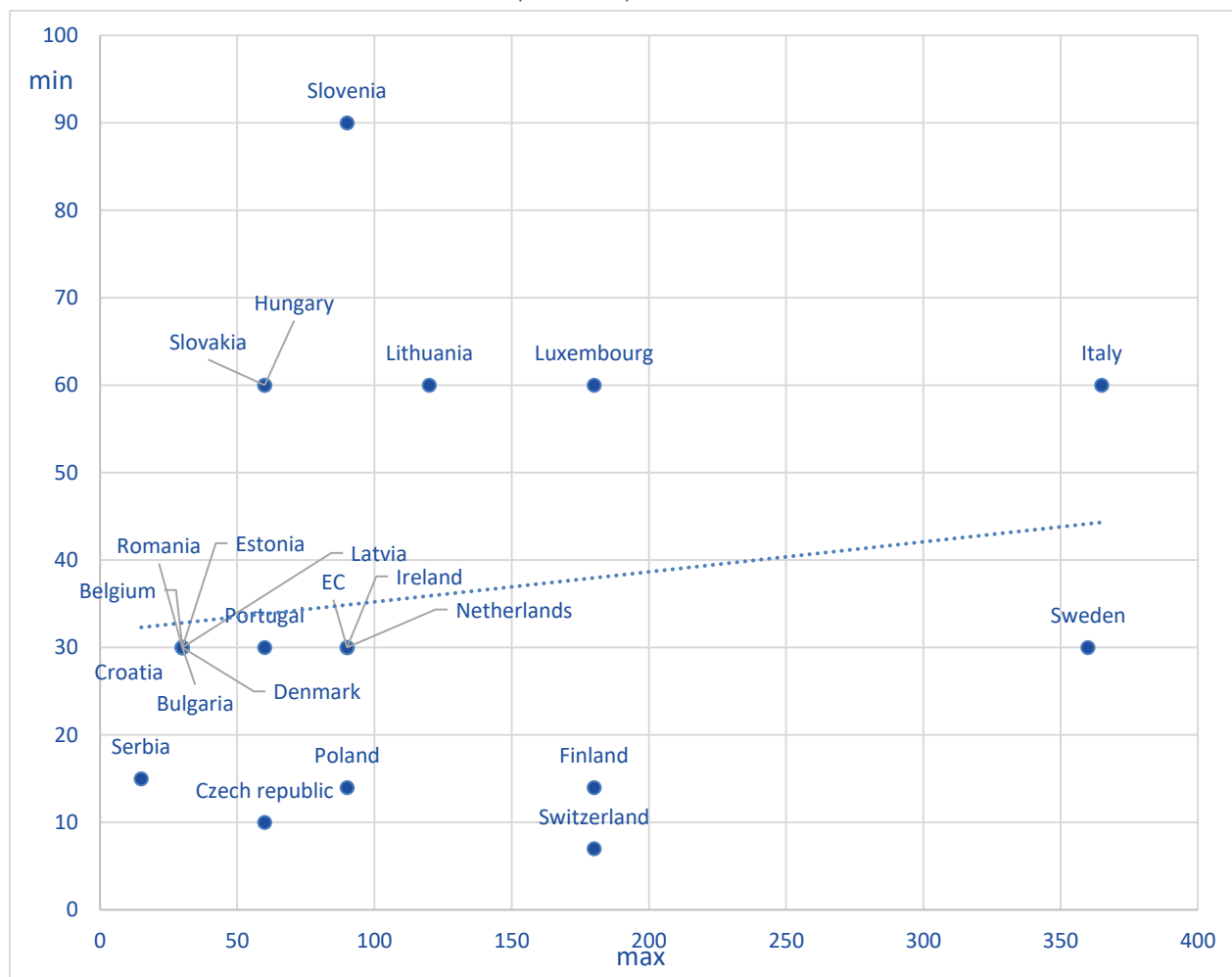
4.6 NOTICE PERIOD

The notice period is the time between the stated intent to leave and actual termination of civil service. This question was aimed at finding out how much time the civil servants are granted to continue employment after being terminated. Basically, the longer the notice period the more time for handing over agenda or perhaps even a reconsideration of the contract termination. In some countries, notice periods are used to prevent

politicization as they force new political management to collaborate with civil servants for some time.

Below is a figure showing the maximum and a minimum number of days for the notice period, as in some countries there is not just one universally valid notice period. The largest span for maximum and minimum notice period exists in Switzerland, Finland and Sweden. In Belgium, Denmark, Romania, Estonia, Croatia and Bulgaria there seems to be a universal period of 30 days for notice.

FIGURE 21: LENGTH OF NOTICE PERIOD (IN DAYS)



SOURCE: Government Office of Slovakia, On the basis of results of the Survey made in 2016

NOTE: A minimum number of days' notice period is displayed on the vertical axis, and the maximum number of notice periods is displayed on the horizontal axis.

A redemption period is a tool that protects a civil servant before the end of the state-employment relationship from day to day

and also gives some time to the employer to find compensation for a civil servant who decides to leave.

TABLE 11: THE LINK BETWEEN THE NOTICE PERIOD AND THE LENGTH OF THE YEARS SPENT IN THE CIVIL SERVICE

(N= 27)	#	%	COUNTRIES
Yes	9	33%	Austria, Finland, Italy, Malta, Poland, Portugal, Slovenia, Sweden, Switzerland
No	18	69%	Belgium, Bulgaria, Croatia, Czech Republic, Denmark, EC, Estonia, France, Germany, Hungary, Ireland, Latvia, Lithuania, Luxembourg, Netherlands, Romania, Serbia, Slovakia

SOURCE: Government Office of Slovakia, On the basis of results of the Survey made in 2016

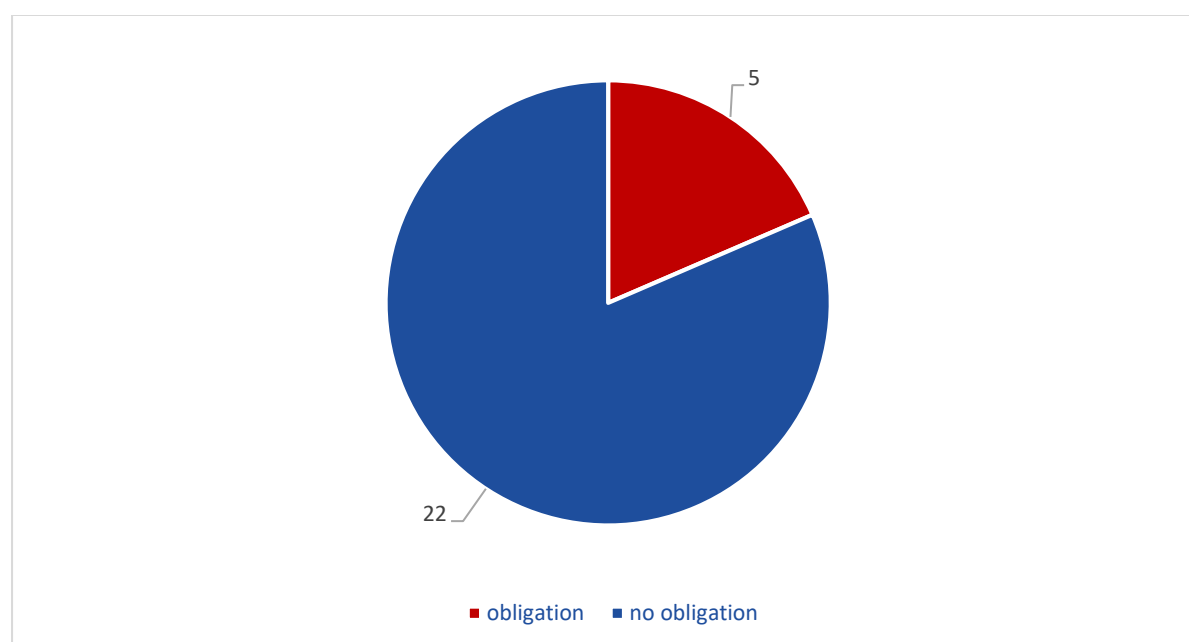
Notice period, in the legal regulation of some countries, is structured according to the length of the civil service. It is implied that the longer the employee is in the system, the more experience s/he has and that much harder finding a replacement will be. In some countries when being made redundant the longer the employee is in the system, the more time s/he is given between getting the notice and leaving the company, so s/he can have more time to find another job. 9 out of 27 countries (see Table 11) basis the notice period on the time worked in the civil service. Belgium, for example, does not provide notice period when being let go by the employer but provides 30 days' notice

period when the employee is leaving voluntarily.

4.7 PROFESSIONAL DEVELOPMENT

The answers to this question showed that the number of days for professional development is unregulated in a majority of EUPAN countries, i.e. there is a “blank cheque” in how many days are invested into professional development often at the level of agencies or even individuals.

FIGURE 22: OBLIGATION TO PROFESSIONAL DEVELOPMENT



SOURCE: Government Office of Slovakia, On the basis of results of the Survey made in 2016

This can be seen as an advantage as the employers are using the professional development in a way that reflects the real demand. On the other hand, if the commitment is not legally established it may lead to insufficient development or to

the development of certain employees only. Survey results show that 22 countries (Austria, Belgium, Croatia, Cyprus, Czech Republic, Denmark, EC, Estonia, Finland, France, Germany, Ireland, Latvia, Lithuania, Luxembourg, Malta,

Netherlands, Poland, Serbia, Slovenia, Spain and Sweden) don't have the legal commitment for professional development. Three of the rest of the

countries didn't provide any data and Bulgaria, Hungary, Italy, Portugal and Slovakia have obligation to professional development.

FIGURE 23: COUNTRIES WITH OBLIGATION TO PROFESSIONAL DEVELOPMENT

Professional development in days:	
Bulgaria	10 days
Hungary	appr. 5 – 8 days (further training)
Italy	3 to 5 days
Portugal	Each civil servant attend on an
Slovakia	5 days

SOURCE: Government Office of Slovakia, On the basis of results of the Survey made in 2016

4.7.1 POLICIES FOR ATTRACTING YOUNG PEOPLE INTO CIVIL SERVICE

In order to determine the approach of individual countries towards making the civil service more attractive for young

people, the respondents were asked whether there are any special policies to attract young people into civil service in effect in their country. This question answered in general 30 countries, and most of the countries (18 out of 30) have no special policies for attracting young people into the civil service.

TABLE 12: COUNTRIES WITH POLICIES FOR ATTRACTING YOUNG PEOPLE INTO THE CIVIL SERVICE

(N= 30)	#	%	COUNTRIES
Yes	12	41%	Austria, EC, France, Germany, Hungary, Ireland, Netherlands, Poland, Slovakia, Spain, Sweden, Switzerland,
No	18	62%	Belgium, Bulgaria, Croatia, Cyprus, Czech Republic, Denmark, Estonia, Finland, Greece, Italy, Latvia, Lithuania, Luxembourg, Malta, Portugal, Romania, Serbia, Slovenia,

SOURCE: Government Office of Slovakia, On the basis of results of the Survey made in 2016

NOTE: In Finland, in general, age is not a determining factor, but some action is taken especially towards the young. For example, agencies offer traineeships to students and try to make them as interesting as possible. Partly because of future recruitment needs. Finland also attends recruitment fairs aimed at students of universities as well as universities of applied sciences. Spain responded similarly to Finland that does not have special policies for attracting young people to work in the civil service, but considering the high rate of unemployment in Spain, the latest posting of vacancies for public employment (public employment offer) is addressed to people with a university degree.

Special policies for making the civil service more attractive for young people can:

- Make civil service more popular
- Inform young people that they are needed in the civil service as well
- Inform them about public employment offers suited for them
- Increase the demand for civil service among the young people looking for work
- And therefore, increase the number of candidates in the selection procedure which means that the employers can pick the best suited and qualified civil servant.

Another example is helping underprivileged young people using programs that will prepare them to enter the civil service, like in France. France uses a specific recruitment way for young people (16 to 26 years) without qualification and based on social criteria called “PACTE”. The PACTE is a combination of training and work to become a civil servant. Integrated Preparatory Classes provide material and educational support to young candidates with a modest background for the preparation for various competitions of Public Service Schools. A common example of a policy is internships for young people and graduates. This is used in Austria, EC, Netherlands, Portugal and Switzerland. Frequently, traineeships are followed by recruitment of trainees. The National School of Public Administration in Poland deals with recruiting and training young candidates for public service, especially for senior management positions. The program is mainly focused on graduates from universities. Though not really being a policy, marketing and participation at student fairs seem to also be a common

activity for drawing young talent in EC, Lithuania and Germany. Specific perspectives and a description of countries policies aimed at attracting young people to the civil service is shown in the following table (see Table 13).

The Ministry of Education, Science, Research and Sport of the Slovak Republic once a year publishes a notice for those interested in working in the analytical field in the central PA as a part of 2014-2020 Grant Program for Strengthening the Analytical Capacity in Civil Service. The candidates are picked in the subsequent 2-part selection procedure. Successful candidates are sent to study at a prestigious foreign university. After the study is completed the trainee is offered a position in the civil service with a condition that the trainee is obliged to work at that position for at least 3 years. If the obligation is broken the trainee must return the funds used for the scholarship.

TABLE 13: THE NUMBER OF COUNTRIES WITH A POLICY FOR ATTRACTING OF YOUNG PEOPLE IN THE CIVIL SERVICE

COUNTRIES	POLICIES
Austria	The Federal Ministries and their subordinate bodies, as well as the various agencies, support the training of apprentices with a view to facilitating young people's smooth entry to the world of work by providing them with appropriate qualifications and ensuring the best possible prospects for them. Efforts in the area of apprenticeship training have been stepped up considerably since September 2004. The objective defined at the time, namely to raise the number of apprenticeship places within Federal Civil Service institutions and associated agencies by creating 800 additional training opportunities of this kind, had been achieved by 2005. As a result of consistently continuing this approach, 3,670 apprentices are currently (i.e. as at December 2014) being trained by the Federal Civil Service and its agencies. The number of apprentices receiving their training in the Federal Civil Service in December 2014 was precisely 1,427. At the same time, the total number of trainees in Federal agencies was 2,243. All in all, young people are serving apprenticeships in 53 different fields in the Federal Civil Service.
EC	The European Institutions aim at attracting young people to work in the EU civil service, by providing traineeship programs, organizing advertisement campaigns towards Universities with the European Personnel Selection Office, etc.
France	The "PACTE" is a specific recruitment way for young people (16 to 26 years) without qualification and based on social criteria. The PACTE is a combination of training and work to become a civil servant. o Integrated Preparatory Classes provide material and educational support to young candidates with a modest background for the preparation for various competitions of Public Service Schools.
Germany	Multilingual Website for school leavers/students/young professionals "Wir sind bund" with special emphasis on young migrants; Public service takes part in Girls & boys days and education fairs for young people
Hungary	As to the specific programs concerning the employment of the under-represented groups, the Government Decree of 228/2011 on the Hungarian Public Administration Scholarship established by the government aims to ensure the suitably qualified, professionally dedicated, experienced younger generation supply in the administration workforce
Latvia	Remigration program for the Latvian youth who have graduated from the educational establishments abroad, open days, Shadow days, informative campaigns.
Netherlands	The Dutch government yearly recruits young people (aged under 27 and graduated less than two years ago) via a general traineeship program. The ministry also organizes specific traineeships focused on the core business of the organization (for example, traineeships to recruit young IT-professionals).
Poland	The National School of Public Administration deals with recruiting and training young candidates for public service, especially for senior management positions. The programs mainly focused on graduates from universities.
Slovakia	Grant Program for Strengthening the Analytical Capacity in Civil Service.
Sweden	Policies are not for all agencies but common in agencies in need of rebalancing the age structure of the workforce especially for key professions. More common is policies for attracting specific skills. Being an attractive employer is one strategy for fulfilling the vision for Government employers for the future – Government skills develop the society.
Switzerland	Attractive working conditions (e.g. in the field of reconciling family and job: very flexible working conditions), attractive internships for university graduates, a wide range of apprenticeships that can be made in the Federal Administration et al

SOURCE: Government Office of Slovakia, On the basis of results of the Survey made in 2016

4.7.2 VALORIZATION

For the purpose of this study, valorization was defined as pay increase related to the state budget and given to employees at regular intervals (usually annual). It is based on an agreement (usually

a collective agreement) or on a legal mechanism (e.g. a coefficient linked to the minimum wage), which enables the civil servants to know beforehand by how much their pay will increase. It does not affect changes in the band pay.

TABLE 14: VALORIZATION

	(N= 29)	#	%	COUNTRIES
Yes		18	69%	Austria, Cyprus, Denmark, EC, Estonia, Finland, France, Germany, Hungary, Italy, Lithuania, Luxembourg, Malta, Netherlands, Poland, Slovenia, Spain, Switzerland
No		11	41%	Belgium, Bulgaria, Croatia, Czech Republic, Greece, Latvia, Portugal, Romania, Serbia, Slovakia, Sweden

SOURCE: Government Office of Slovakia, On the basis of results of the Survey made in 2016

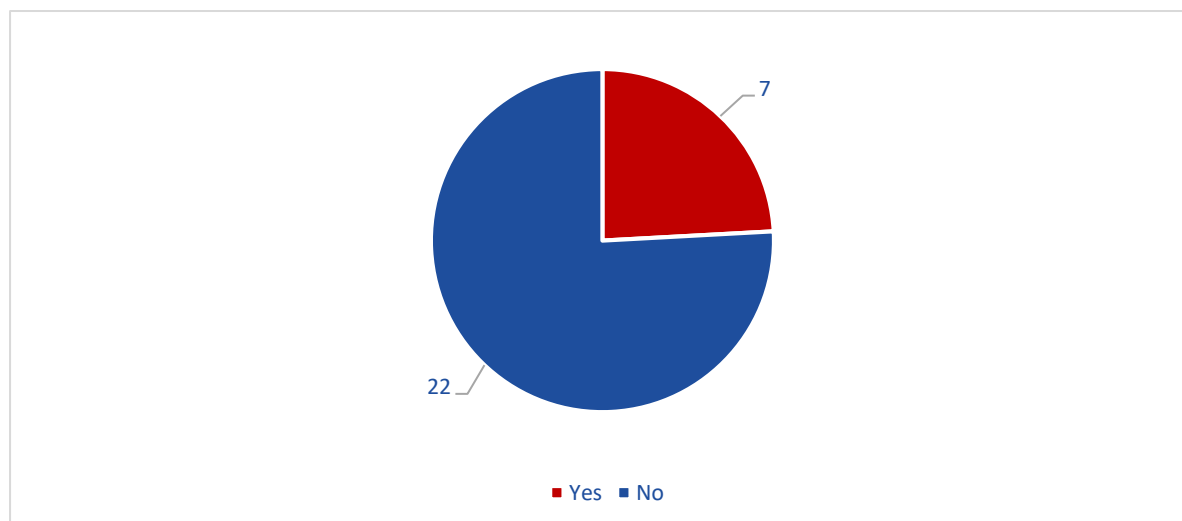
As can be seen in Table 14, a lot of countries (18) use some form of valorization mechanism, whilst 11 don't. In most cases (6), valorization is agreed as a part of collective bargaining and it is carried out once a year for example in Malta. In Malta, there are salary scales 5 to 20 comprise a minimum and a maximum salary, and each scale is incremented yearly by the next increment. Yearly increments are given subject to satisfactory performance. These salary scales emerge from the collective agreement of the public service. The countries that have not provided this data do not necessarily do not have valorization, they just do not do it on a regular basis like

Slovakia. The valorization in Slovakia is being negotiated every year on collective bargaining, but it is not always the valorization agreed. It depends on the agreement of government representatives and trade union representatives. On the other hand, the valorization can also be influenced by the state budget.

4.7.3 SPECIAL HEALTH CARE FACILITIES

Special health care facilities or additional free healthcare services may attract people into working in the civil service. However, most countries (22 out of 28) do not provide such services for civil servants.

FIGURE 24: HEALTH CARE ENTITLEMENT



SOURCE: Government Office of Slovakia, On the basis of results of the Survey made in 2016

NOTE: Lithuania has indicated that in general civil servants are not eligible for health care but the exception is statutory civil servants (police, prisons, fire, customs and etc. officers).

Countries that said they had such care are Croatia, Cyprus, Czech Republic, Finland, Hungary, Italy and Portugal and a detailed description of their health care is presented in the following table

TABLE 15: COUNTRIES WITH SPECIAL HEALTH CARE FACILITIES

COUNTRY	TYPE OF HEALTH CARE
Croatia	Health Check (every three years)
Cyprus	Public officers are entitled to medical care in public hospitals, along with various other categories of beneficiaries, and for that purpose, they pay a mandatory contribution out of their salary. They may be entitled to different terms of healthcare in public hospitals compared to non-beneficiaries
Czech Republic	The Civil Service Act stipulates that the Office shall create the conditions for the proper and safe performance of the civil service and to this end shall provide the information necessary for the proper performance of the civil service and the occupational health service. In the private sector employers do not have this obligation.
Finland	The national legislation applies equally to public and private sectors. Individual employers, also public, can offer healthcare services exceeding the legally defined minimum standards. Ministry of Finance has created guidelines for government employers, which allow rather substantial healthcare services, for example, specialist consultations.
Hungary	In the private sector differences between bonuses given by the employer is enormous. Regarding the legally defined minimum standard in the private sector, the health care services ensured in the public administration exceed those in the private sector (there are special hospitals civil servant can turn to).
Italy	These health care benefits are provided discretionarily by every administration.
Portugal	The National Health Service which all citizens may use, the civil servants are entitled to ADSE benefits (health protection system for PA's civil servants) or other PA health subsystem (assistance in the disease to military personnel, police and Republican National Guard).

SOURCE: Government Office of Slovakia, On the basis of results of the Survey made in 2016

4.7.4 OTHER BENEFITS

In Austria, in order to “increase the participation of fathers in childcare responsibilities immediately after birth”, in 2011 a legal entitlement was created for them to take early parental leave without pay. Early parental leave may be taken between the child’s birth and the end of the mother’s compulsory maternity leave or, in the case of (registered or unregistered) partnerships between two men until the child is three months old. Employees who have adopted (or are about to adopt) a child of under two years of age are also entitled to an early parental leave of up to four weeks, starting with the date of adoption (or the beginning of foster care pending adoption).

The EC provides a number of social services to its staff in order to improve working conditions and enhance the attractiveness

of the EU public sector. Those services include European Schools or childcare facilities. The EU Staff Regulations also provide for an autonomous system of family allowances, parental leave etc. Whereas the standards legally defined under national law are not directly applicable, the Commission provides, under the control of the budgetary authorities, some social infrastructures including canteens, partial reimbursement of public transportation costs, etc.

In Finland, the benefits for some family leaves exceed those defined minimal standards in the legislation, also annual leave is longer than required in the law. Some agencies provide non-taxable employee benefits for public transport, sport/health and well-being as well as culture/adult education. In France, some agencies rent out accommodation for civil servants.

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GLOSSARY

WORKING WEEK – the amount of time measured in hours or days in a week that a civil servant is at the disposal of the employer, executing civil service and is fulfilling his duties in line with his work contract

FLEXIBLE WORKING TIME – is the distribution of working time between compulsory office hours and voluntary office hours

ANNUAL LEAVE – the amount of holiday that a civil servant is entitled to after a year of service

SABBATICAL LEAVE – a limited leave from the civil service with the right of the civil servant to return after this period. It can be allocated for any purpose such as prevention of burnout, care of family or children, higher studies etc.

VALORIZATION – pay increase related to the state budget and given to employees at regular intervals (usually annual). It is based on an agreement (usually a collective agreement) or on a legal mechanism (e.g. a coefficient linked to the minimum wage), which enables the civil servants to know beforehand by how much their pay will increase. It does not affect changes in the band pay.

REWARD – a sum in addition to the monthly salary which can be awarded for various reasons, e.g. for good performance, for managerial tasks, etc. A civil servant is normally not entitled to a reward, but there can be types of reward that do allow entitlement.

NOTICE PERIOD – the time between the stated intent to leave and actual termination of civil service.

SEVERANCE PAY – an amount paid to an employee on the early termination of a contract.

RETIREMENT BENEFIT – a form of reward related to the termination of civil service due to his retirement. It is awarded for his professional career in civil service.

OVERTIME COMPONENT – financial or another form of contribution (e.g. unpaid holiday) for working more than the regular working week requires.

PAY GRADE – a unit in a system of remuneration. A job classification in a pay grade usually depends on factors such as job description, education or seniority. A pay range is attributed to each pay grade, based on the spot rates of all job posts classified within the pay grade.

PAY RATE – an exact monetary rate attributed to a job post, also known as, “spot rate” or “pay tariff”.

PAY RANGE – the range between the lowest and highest pay rate within a pay grade.

PAY BAND – a unit in a system of remuneration consisting of more pay grades and therefore allowing more pay progression.

JOB FAMILY – are hierarchically differentiated posts within a certain job area or a corporate function (e.g. communication, legislation, a particular area of public policy, etc.). Job family systems usually have separate grade and pay structures for each job family.

COMPETENCY RELATED PAY – People receive financial rewards in the shape of increases to their base pay by reference to the level of competence they demonstrate in carrying out their roles. It is a method of paying people for the ability to perform now and in the future⁷. In contrast to performance components, competency related pay is not based on the achievement of agreed results defined as targets or outcomes, but on the competency assessment, and affects the base salary.

⁷ Armstrong, M. – Taylor, S. (2009). Armstrong’s handbook of human resource management and practice. 11 TH. Edition. UK. Colour press Ltd.

PROFESSIONAL DEVELOPMENT – systematic education and training of the civil servant with the aim to maintain, improve and develop knowledge and skills necessary for the civil service.

BASE PAY - the salary or wages that every civil servant receives regularly (usually monthly) from the government by virtue of being on the payroll. Base pay is usually linked to an employee's position and is uniform across similar positions. The base wage is often cited to compare wages in the public

and private sectors. It is, however, only one component of civil servants' total rewards.⁸

COMPONENT FOR INDIVIDUAL PERFORMANCE – a salary component granted on the basis of the performance of an individual

COMPONENT FOR COLLECTIVE PERFORMANCE – a salary component granted on the basis of the performance of a group.

⁸ OECD (2005). Performance Related Pay Policies for Government Employees. Paris: OECD. (online). Available on: http://s3.amazonaws.com/zanran_storage/www.allamreform.hu/ContentPages/2478061912.pdf

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