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Deepening the skills of staff in public administration

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Abstract

For the definition of training needs of staff working in the public service-oriented solutions in the area of transport infrastructure is needed to define the scope of competencies at different administrative levels. The strategy of development of human resources in public administration based on the strategy of human resources, this strategy is based on the strategy of public administration, specifically its long-term goals.

The paper shows the specific programs increase professional competence and their use in the Moravian Silesian region and the Czech Republic

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1. INTRODUCTION

Transport infrastructure is an integral part of the strategic documents of the Czech Republic (CR) and its territorial units. The quality of transport infrastructure depends not only on the financial, technical implementation, but also the quality of human resources working in this field, their knowledge and skills. In public administration should be that increasing education and deepening the skills of staff should be one of the tools for improving the quality of services. Current information age places considerable demands on the knowledge and skills of employees, gone is the time when the employee was a carrier of physical labor. Today there is a tendency for workers bringing intellect, innovation and accepting responsibility. The paper shows the specific programs increase professional competence and their use in the Region and the Czech Republic[†].

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2. PERFORMANCE OF PUBLIC ADMINISTRATION

Central authority active in this field is the Ministry of Transport (see the organizational structure of the Ministry of Transport and Communications and the Regional Authority viz. Annex 1) at the Moravian-Silesian Region (the MSR) mode of transport MSR and subject him departments at various administrative units. The scope of news articles in the area of transport infrastructure is defined by law: Law No. 13/1997 Coll. on the road, as amended, (2013) defines the scope of management of transport infrastructure and duties of administrative authorities to the relevant communications (see Figure 1). Performance of the transport department is generally subject to the rules and laws applicable to public administration, so we will continue to talk about Transport Department MSR generally as a public service and analyze the training of employees in this sector from the viewpoint of the general rules of public administration training at the regional level[‡].

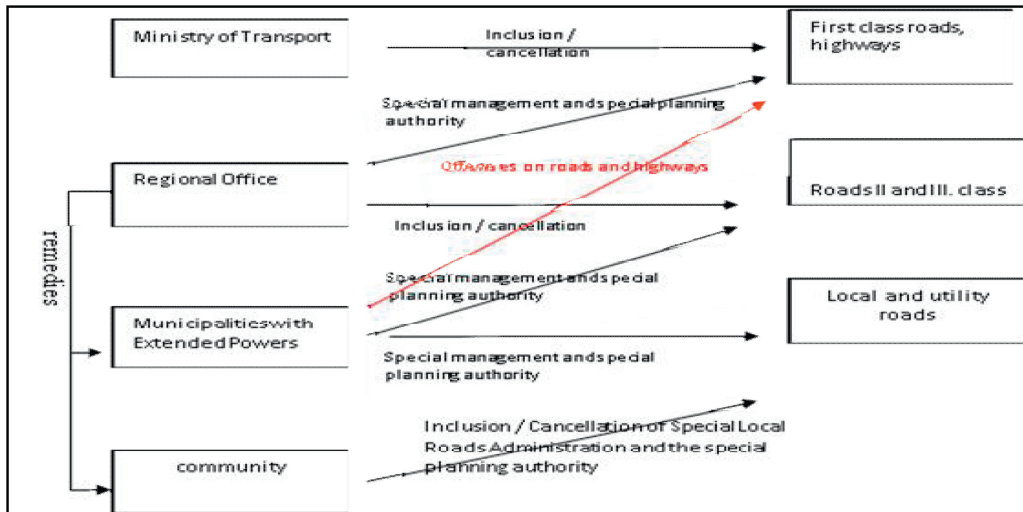


Figure 1 Generalized performance of the various authorities in matters of road infrastructure

If we were to rely on the definition of education by Koubek (2002), the concept of education workers in time and space convertible. It depends on the social environment, the organization in which they operate, the culture and the education level of the population, the nature of work and the technologies used, training of personnel defines the activity as an activity involving activities:

1. Adjustment of the labor skills of the staff changing needs of the position ie deepening work skills.
2. Increasing the usability of workers, ie the development of knowledge and skills to perform, other work practices, expanding their ability to work (increasing flexibility).
3. Activities associated with retraining processes, retraining for occupations that organization needs. Caring for retraining is part of an organized training.
4. Adaptation of new employees by the new specific requirements, techniques and technologies used, the style of work in the organization.

[‡] The issue is aimed at employees of local governments in terms of civil servants training, subject to Resolution No. 1542 "Regulations for the training of employees in administrative offices" and is different from the law 312/2002 Sb. on officials of local governments.

The formation of work skills in the modern HR work that goes beyond just professional capacity to work of the employee, including the formation of personality worker (his behavior, work behavior), consciousness (needs, accepted values, interests, attitudes, norms) and motivations that influence individual and collective performance.

2.1. Training of staff in public administration

The strategic objective of government is to increase citizen satisfaction with government performance and quality of communication. As mentioned above, public administration extends into the area of transport infrastructure and thus affects citizens' satisfaction with the quality of transport infrastructure. The basic precondition for quality and flexible use of staff is shaping capabilities, increasing their knowledge and skills. Development and education of employees in the public administration is left to the employee's decision is exhaustively defined by the Act on education officials of local government units pursuant to Act 312/2002 Coll. (2013). If we wanted to define increasing knowledge and working skills can be derived from Koubek (2002) on the basis of and in accordance with the law.

2.1.1. The area of general education

It includes the employment firm anchoring of ethics and values in the personality of employees in public administration. Public officials is governed by a set of rules, regulations and obligations under the law. Every employee should be a system of government to be loyal, the problem can be overcome certain contradictions which are against the beliefs and principles of the employees. By Pomahač and Vidláková (2002) it is possible to maintain and improve the ethical behavior of public officials upon receipt of written rules and in particular codes of ethics for civil servants, the necessary education and further training of employees and the influence of role models superiors at work. The values professed in public administration should be based on the expectation that the employee is here to serve the public, not for its own benefit and profit.

2.1.2. Furthermore, increasing knowledge includes vocational education, which falls into

1. Here is the activity of public administration required secondary education. In the last few years to improve the performance of public administration is a necessity in higher education program in the group fields of law, law and public administration, in some menus work is also featured in the university majoring in economics and management. Orientation allows in public administration with creating the requirements for the jobs correctly defining the needs for simple work to shorten and streamline adaptation employees. Currently, creating so-called competence models. Generally this activity according to the definitions included in the following program, ie input regarding the education of employees at all levels.
2. Receive refresher training courses - deepening qualification concerns[§]
 - *Input education relating to the head office of a senior official and officer involves getting:*
 - ◆ Knowledge of the fundamentals of public administration, in particular the general principles of organization and activities of public administration and urban planning, fundamentals of European administrative law, principles of finance, ethics rules.
 - ◆ Basic skills and habits necessary for the performance of administrative activities, basic knowledge of the use of information technology.
 - ◆ Basics of communication and organizational skills needed for the job in their work
 - ◆ Fundamentals of management control for managers.
 - *Continual education that applies to officers and includes:*
 - ◆ Deepening, update and specialized education officials focused on the execution of administrative

[§] official who has special competence, may pass under the Act

activities. Thus defined education we could include seminars, conferences, training cycles).

- ◆ The deepening of language skills (language skills for the right terminology in the appropriate language).
 - *Verification of special professional competence of head office, a senior official and officer includes:*
 - ◆ Getting general and specific knowledge to perform the job (the list of competencies and their abbreviations see Annex 1) - There is a necessity to know the staff of the Transport Department issues concerning laws, regulations and ordinances relating to land-use planning, road, knowledge maps, environmental education, legislation, etc.
 - ◆ Training of senior officials including the general and special part. The first one concerns the knowledge and skills in management officials. A special section includes an overview of the activities set out in an implementing regulation exercised by subordinate officials. For more information on executive education can be obtained at the website of the Ministry of Interior**.
3. Retraining – requalification
It can be defined as the activity of acquiring knowledge, which in the case of the transfer of employees to a total or partial retraining the full extent of the law 312/2002 Sb. An example may be a shift worker from the Department of cadastral management to the Department of Transport. The employee meets the conditions for the exercise of new job part. For their employment must pass a special examination of professional competence in the field of road transport and decisions on supervisory activities in road management.
4. Vocational rehabilitation is likely to be in the public administration as a means of increasing knowledge is not used or used in such a small extent that this form of literature knowledge fails.

2.1.3. Area of development

By Koubek (2002) to include the acquisition of a wider range of knowledge and skills than those required for employment, development-oriented are more than the work as a career, which will allow the individual to develop adaptive labor supply. It allows to create, shape the personality of an individual and to contribute to the achievement of organizational goals and improving interpersonal relationships. In the case of improvement of qualification (hard skills), which includes knowledge of the Administrative Code, laws on communications, construction law and in the case of personality formation including improving communication skills, assertiveness, stress levels, etc., occurs in public administration based on legal obligations to employees set a 18 day lift plan training for three years when the annual evaluation, each employee is required to develop a plan to further improve their knowledge and skills (which identifies its shortcomings), such a development plan is then mandatory for employees. Specific group in planning education are elected representatives, increasing their knowledge and skills is not defined by the Act 312/2002 Coll. However, the public administration is the target group addressed and she offered several educational events throughout the year. The above defined education being touched training organization conducting the training on the acquisition of knowledge and skills through courses, seminars, etc., gaining expertise and knowledge of the subsequent verification of eligibility by examination or mentoring and through workshops. In recent years, however, focuses on education by increasing the knowledge and skills through learning organization. By Bielczyk (2005) is a learning organization is defined as a comprehensive model of human resource development, in which all workers continuously learning from everyday experience. The necessity of this form of knowledge is increasing the need for learning is individual, based on his natural need of learning, learning new things, and curiosity and use of this potential for the benefit of companies - public administration and at the same time learning team, which is part of the individual. Employees in the learning organization are able to gradually analyze what needs to be done to improve the overall situation in the organization, finding solutions to aggressively acquire new knowledge and experience and

** <http://www.mvcr.cz/clanek/vzdelavani-vedoucich-uredniku-uznani-rovnocennosti-vzdelani.aspx> (20. 5. 2011)

be willing to share their knowledge with each other. The introduction of a learning organization can be strengthened able to motivate managers to initiatives in the transfer of information and knowledge, and identification of targets employees of the organization.

2.2. Forms and evaluation staff training

Individual courses are displayed on the website of the Ministry of Interior. These courses are structured according to a hierarchy of management - organizational structures - government, local government, according to the roles - employment status - clerk, head clerk, an elected representative. Courses can be analogous to forms of study in higher education (individual educational institutions and the number of programs are listed in Table 4). Full-time study takes place at the training center (Benesov - overnight, Prague - day), combined studies is then a combination of teaching through electronic mediums in elevation and meetings with tutors. Distance learning is mediated by self where the substance is submitted to the batch with tutoring. In order not training employees only isolated process in public administration, it is necessary to evaluate the effectiveness of the investment into education and assess any additional learning needs. Nowadays, not only for self-assessment, but also the implementation of evaluation tools BSC (Balanced Scorecard) in public administration.

3. DEVELOPMENT OF THE DEVELOPMENT AND EDUCATION OF EMPLOYEES IN PUBLIC ADMINISTRATION

Table 1 Summary of accredited educational institutions by region and accredited educational programs Source: Annual report on the state of training of local government officials in the area of special professional skills for 2009

Name of accredited educational institutions in 2009	Region	Number of accredited programs SPC
Academy J. A. Comenius Karvina	MSR	3
Academy of Public Administration o.p.s.	The city of Prague	1
CTU in Prague, Faculty of Architecture	The city of Prague	3
The City of Prague - Prague City. Prague Academy of Public Administration o.p.s	The city of Prague	1
Institute for Local Administration	The city of Prague	42
Institute for the Development of European Regions o.p.s	Pardubice region	3
INTEGRA CENTRUM s.r.o.	South Moravian region	3
RCTE - Regional Centre of Training and Education Ltd.	Ústí region	1
College of European and Regional Studies ops	South Bohemian region	1
College of Social - Administrative Institute of Lifelong Learning Havířov o.p.s.	MSR	3
Training Centre for Public Administration of the Czech Republic, o.p.s.	The city of Prague	1
University of West Bohemia, Department of Lifelong Learning	Plzen Region	1
Total accredited programs SPC		63

The professional development of employees is the obligation for the performance of activities in the Public Administration to obtain a qualification. Increasing the special professional competence (SPC) in the Czech Republic carried out through teaching full-time and elearning courses. These programs are focused on issues of public administration institutions. The broader issue of the training and education of employees in more than one program in the training centers, which are mostly accredited academic institutions (see table 1^{††}). Each of these

^{††} *Institut Praha*. [online] 2013 Available from: <http://www.institutpraha.cz/>

programs is the completion of the test and getting the certificate of SPC to the employee within a specified period from the acquisition of competence in public administration successfully completed.^{‡‡} MSR has a stake in the education of employees in public administration, participates in mediation of four educational programs accredited SPC on its territory, civil servants must complete the required courses specific expertise six months of starting employment.

3.1. Development of SPC in the Czech Republic

With regard development of obtaining a certificate of special professional qualifications (somewhere SPC) during the years 2009-2011 there was an annual decrease of applications submitted for testing proficiency in public administration. During each quarter of 2009 -2011 there is a decrease in the number of registered employees in the development of skills upgrading, the 3rd and 4 quarter of 2011 is associated with an increase in applications filed from 2010, but does not meet the quotas from 2009. Only in the first quarter of 2012 there is an increase in the number of new applications filed compared to 2009-2011 (see Table 2)

Table 2 Development applications for the SPC quarterly

	2009	2010	% ratio 2010/2009	2011	% ratio 2011/2010	% ratio 2011/2009	2012	% ratio 2012/2011	% ratio 2012/2010	% ratio 2012/2009
1.Q	813	604	74,29	369	61,09	45,39	920	249,32	152,32	113,16
2.Q	686	450	65,60	407	90,44	59,33				
3.Q	454	334	73,57	422	126,35	92,95				
4.Q	544	380	69,85	498	131,05	91,54				
Year % ratio	2497	1768	70,80	1696	95,93	67,92	x	x	x	x

Most are in the first quarter of 2012 required counties in educational programs related to skills upgrading in the vehicle registration (REG), these education requirements appear already in year 4 quarter of 2011 (64 entries) and the result is likely to be the introduction of a new information system registry vehicles.

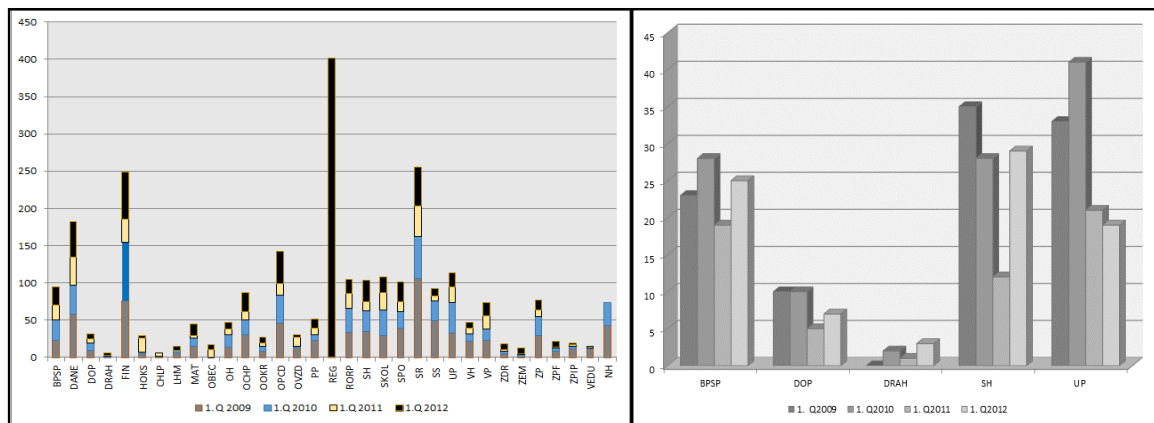


Figure 2 Development of applications SPC first quarter of 2009 - 1 quarter of 2012 (left), of applications in selected SPC (right)

It is largely used in training and education in the field of taxation, finance, population records and the land-use decision-making and decision-making in the field of construction law and expropriation (see figure 2).

^{‡‡} Civil servants must complete the required courses specific expertise six months of starting employment.

In the case of evaluation of training activities, transport workers union can be considered as the flagship educational programs for obtaining SPC programs focused on the issues:

- BZPS It applies in misdemeanor proceedings in matters of safety and traffic flow in the area of transport and road management and administrative proceedings related
- DOP in road transport
- DRAH Valid for administrative decision-making and oversight activities in the operation of railways and railway transport
- SH Valid for administrative decision-making and oversight activities in road management
- UP in land use planning

In the quarterly comparison, most graduation requirements SPC for employees in the Department of Transport of the Czech Republic passed in the first quarter of 2010, at least in the quarterly comparison in the first quarter of 2011. This trend turned up in the first quarter of 2012, where there is again an increase in applications for completion SPC. Most were filed applications for capacity building programs for UP (spatial planning) and in administrative decision-making and oversight activities in road management. Overall, in 2011 the use of these programs in the Czech Republic ranked BSPS at 9 position on 20 DOP to 29 expensive for SH 6 and 10 position UP, total was the education offered 31 programs SPC. Most of the certificates of special qualification in 2009 was recorded in MSR. In 2010 it was granted the most certificates in the Central Region and in 2011 in Prague.

3.2. MSR position in obtaining a certificate SPC.

Most certificate showing increasing special expertise in MSR was issued in 2009, then joined the downward trend in the number of issued certificates of competence. (see Table 3, public service employees MSK). In 2011, used in MSR public officials to obtain a certificate of special professional competence in the field of spatial decision-making and decision-making in the field of construction law and expropriation.

Table 3 Overview of the certificate of professional competence for the year 2009-2011 by region

region	2009	2010	2011
The City of Prague	232	191	159
South Bohemian Region	133	126	73
South Moravian Region	255	204	141
Highlands region	85	83	54
Karlovy Vary Region	109	70	57
Hradec Kralove region	146	133	75
Liberec Region	133	84	68
Silesian Moravian Reg	316	231	146
Olomouc Region	135	98	70
Pardubice region	147	85	45
Plzen Region	113	95	74
Central region	286	250	151
Usti Region	224	147	127
Zlin Region	124	98	81
summary	2438	1895	1321

Overall MSR in obtaining a certificate SPC reported in 17 of the 31 above-average values (17 values is larger than modus). As one of the counties use the opportunity to gain expertise in the management of civil registration, taxes and finances to a greater extent than other regions. Also, the number of certificates issued in the capacity of road holding, BPSP DOP shows efforts to develop knowledge for the creation of transport infrastructure. Overall more about MSR, see Table 3, Table 5 (reight) 1, figure 3).

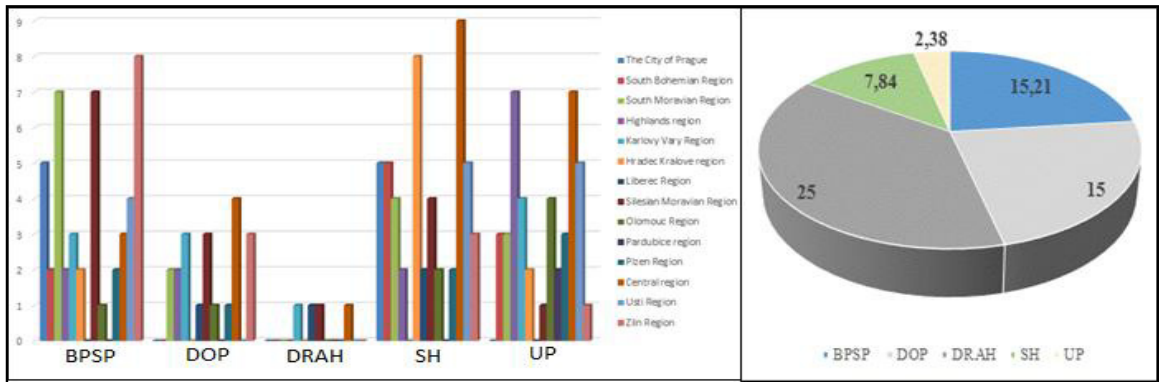


Figure 3 Share of the use of programs for the departments of transport in the Region to use the individual program in the Czech Republic

MSR is slightly below average in the success obtained certification for the first proper time relative to the total number of registered SPC is, when the county ranked at 7 instead of the 14 counties. (average 81.91% success rate). Problems in the organization of programs and subsequent tests were caused by canceling applications. A high percentage of applications were canceled in 2010 due to the equivalence of education (36% of the total number of canceled), which created a problem when planning for (lectures SPC) and tests. According to the survey, internal documents of the Ministry, it was found that there is a systemic change in the recognition of qualifications in the case of equivalence of education.

Table 4 Sum of achievement for proper testing specific expertise by region (left), sum of cancellations in SPC% per year 2010 - 2011 (right)

Region	Pass the examination in due course			Cancel Registrations 2010	cCancel Registrations 2011
	2009	2010	2011		
The City of Prague	65,98	75,13	67,74	97	62
South Bohemian Region	83,80	78,51	78,57	21	23
South Moravian Region	81,92	82,30	85,71	60	38
Highlands region	73,12	70,11	84,62	23	14
Karlovy Vary Region	84,26	90,00	86,44	17	18
Hradec Kralove region	82,43	86,26	89,33	39	19
Liberec Region	82,43	86,26	89,33	38	14
Liberec Region	70,80	78,41	77,46	89	51
Silesian Moravian Region	83,17	79,67	81,88	28	16
Olomouc Region	89,71	80,85	86,11	27	9
Pardubice region	89,36	88,10	91,11	18	11
Pizen Region	81,74	80,39	77,78	72	40
Central region	70,61	77,78	76,73	51	27
Usti Region	72,97	77,12	77,21	28	8
Zlin Region	80,45	72,73	87,65	608	350
Sumary					

The next most common application is the abolition of termination of employment (25%). In 2010, in the Public Administration reported 608 cancellations applications for SPC (see Tables 4, 5), the most common reason for cancellation application in 2010 was the recognition of equivalence of education. In 2011, the proportion of cancellations were reduced by 50%. Cancel contributed most to reducing the number of employees (33%) and changes in employment status and the Authority's request termination of employment (22%) as a result of organizational changes in office. MSR is moving in the number of canceled applications above the national average (2010-43 canceled, 2011-25 canceled).

Table 5 Reasons for cancellations (left).

To the success of the first proper test, Source: Adapted Information for deputy interior minister for public administration, legislation and archives in the area of special professional competence for 2011(right)

Reasons for cancellation applications	2010	2011		PRAGUE	South Bohemian Region	South Moravian Region	Karlovy Vary region	Kraj Highlands Region	Hradec-Králové region	Liberec region	Moravia-Silesian Region	Olomouc region	Pardubice region	Plzeň Region	Central Region	Ústí region	Zlín region	SUMMARY	Comparison of the average	Comparison with the most common value
Maternity leave	18	17																		
Only part of the general	x	1																		
Disability - long-term	7	4																		
Termination of employment	152	116	BPSP	5	2	7	2	3	2		7	1		2	3	4	8	46	+	+
Termination of employment - a new participant	x	1	DANE	10	7	10	3	5	5	5	12	5	3	2	1	10	3	81	+	+
Recognition of equivalence of education	219	83	DOP			2	2	3		1	3	1	0	1	4	0	3	20	+	-
Recognition of equivalent education - exchange part	x	1	DRAH						1		1							4	-	-
Labour Code	36	12	FIN	15	6	20	3	6	2	1	9	11	8	9	15	14	8	127	-	-
Labour Code + MD	x	1	HN	4	1		3	1	3	4	6	2	3		2	9	4	42	+	+
Reclassification	79	76	HOKS	1			1											3	-	-
Change of office	x	1	CHLP																	
Cancellation of training - test only	x	1	LHM		2	3	1	1		2		1			1	1	1	13	-	-
Request of the Office	79	10	MAT	6	2	1		2	2	2	7		1		7	1	1	32	+	+
Authority's request - change SPC	x	8	OBEK	3			1				2		1		2	2	1	12	+	-
Authority's request - change official	x	3	OH	2	1	2	1		1	3	2	1	1	1	1	1	1	17	+	+
Office application does not need SPC	x	3	OCHP	8	2	5	1	1	1	3	3	3	4	1	1	2	1	36	+	+
Request of the office-delimitation	x	1	OOKR	2	2	4	1				1		1	1	1	1	3	19	-	-
Request of the office-they want an electronic course	6	1	OPCD	10	2	7	1		4	1	9	2	2	1	6	7	6	58	+	+
Authority's request-i want to prepare	x	9	OVZD	4	4	3				2		3		1	2	1	2	22	-	-
Request of the Office-poor application	6	1	PP	2	1	1	1	2	1	3	6				1	7	2	29	+	+
Forward collision	6	0	RORP	4	8	5		2	3	2	5	2	2	1	8	2	4	48	+	+
suma	608	350	SH	5	5	4	2		8	2	4	2	2	2	9	5	3	51	-	+
			SKOL	5	2	5	1	3	11	3	9	3	3	3	3	10	4	65	+	+
			SPO	6	1	1	1	1	3	1	2	2	1	5	1	2		27	-	+
			SR	13	4	13	5	5	9	5	11	6	3	10	15	13	3	115	+	-
			SS	7	1	5	3		3	1	3	2	2	2	2	2	3	36	+	+
			UP		3	3	7	4	2		1	4	2	3	7	5	1	42	-	-
			VH	1	2	5			2		6	5	1	3	7	3	3	40	+	+
			VP	5	5	5	1	4	2	4	7	3	1	2	6	3	2	50	+	+
			ZDR		2				2	1	1		2	2				10	-	-
			ZEM			1		1	1	1						1		5	-	-
			ZP	6		5	3	2		1	1	1	1	1	7	3	3	33	-	-
			ZPF			2		1	1		6	1		1	1		2	15	+	+
			ZPIP	2	1	1			1	1				1	2	1		10	-	-
			IN SUM	126	66	120	44	51	67	55	122	62	41	56	122	105	71	1108		

4. CONCLUSION

It is possible to evaluate the training and acquisition of skills for employment in the public sector is still controlled. Due to the development that has been outlined, it is clear that the administration MSR developed active steps to increase the professionalism of its employees which is a prerequisite for improving the quality of work of the public administration and in the area of transport infrastructure MSR. Between 2010 and 2011 there is a reduction in the number of employees enrolled in degree courses to increase proficiency-quarter years from the first quarter of 2009 - 2012 shows that, however, could in the future lead to the growth of the number of issued qualifications and thereby to increase the professionalism of the staff. The development of lapses in 2010-2011 it is expected that there will be improvement organization SPC. The development of cancellations is also obvious that the conditions of entry to modify the application and that the change in approach to the recognition of equivalence of education was beneficial in regulating entry applications. Current developments Storn corresponds to the current state of public administration, which is characterized by organizational changes and staff reductions. However, it is necessary to minimize cancellations to avoid variations in educational planning, staff development and inefficient funds expended in the development of civil servants. Also, success of public administration in the proper term is slightly below the national average, so it should be considered whether the conditions for the implementation of tests and preparation is sufficient.

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Annex 1

List of abbreviations specific professional qualifications to perform administrative activities (Source Institute Prague)

- BPSP in misdemeanour proceedings in matters of safety and traffic flow in the area of transport and road management and related administrative proceedings;
- CS in the organization of civil service performance;
- DANE the administration of taxes and fees;
- DOP in road transport;
- DRAH in administrative decision-making and oversight activities in the operation of railways and railway transport;
- FIN for financial management of local governments and its review;
- HOKS in the preparation and implementation of economic measures for crisis situations;
- CHL in ensuring health and the environment from the harmful effects of chemicals and chemical products;
- LHM in forestry and hunting;
- MAT in managing registers and citizenship;
- OH in waste management and waste containers;
- OCHP in nature and landscape protection;
- OOKR ensuring the protection of the population and crisis management;
- OPCD in the conduct of civil registration and issuance of identity cards and travel documents;
- OVZD in air pollution;
- PP in heritage preservation and management of museum collections;
- EMH in the prevention of major accidents caused by hazardous chemical substances or chemical preparations;
- SH in administrative decision-making and oversight activities in road holding;
- Schools in education;
- SPO in socio-legal protection of children;
- SR in land use decision-making and decision-making in the field of construction law and expropriation;
- SSP in the implementation of state social support;
- NW in the management of benefits and social care services;
- UP in spatial planning;
- VEDU leading authorities;
- VH in water management;
- VP in misdemeanour proceedings in the matter of public policy, civil cohabitation and property; ZDR in health care;
- ZEM in agriculture;
- ZP in the management of commercial activities;
- ZPF in the protection of agricultural land and the assessment of environmental impact;
- OBEC general part.