

## EXECUTIVE SUMMARY

INESAN implemented the “**Satisfaction and Corruption Perception Indicators in ESIF for 2016**” project between November 2016 and March 2017 based on a call from the Ministry for Regional Development of the Czech Republic. The objective of the project was to determine the degree of fulfilment of the satisfaction indicators among relevant participants in 2016. This activity follows the systematic annual activity commenced in 2014 when the research methodology was defined and on-line questionnaire survey (CAWI) was used to determine the baseline values of the individual indicators. Aside from the questions aimed at obtaining the data for calculating the individual indicators, the research instruments were complemented with a set of questions focused on the perception of corruption in ESIF funds; the results are presented in a separate report.

This report sums up the results of research into the satisfaction with the monitoring system, HR policy, educational system and working conditions for 2016. The survey took place at the turn of 2016 and 2017 among respondents from among the employees of the implementation structure, beneficiaries and applicants, workgroup members and employees paid under the Technical Assistance OP.

### SATISFACTION INDICATORS IN 2016 AND THEIR USE FOR IMPROVING SATISFACTION

#### What is the current status of satisfying the individual satisfaction indicators for 2016?

- 1) **The “Satisfaction of implementation structure employees and beneficiaries and applicants with the information system” indicator:** value = **53 %** (scale of 0% to 100%); 27 percentage points lacking from the target indicator value.
- 2) **The “Satisfaction of implementation structure employees with HR policy and educational systems” (82110):** value = **62 %** (scale of 0% to 100%), 10 percentage points lacking from the target indicator value.
- 3) **The “Satisfaction of relevant participants with conditions for PA/OP management” indicator (82410):** value = **64 %** (scale of 0% to 100%), 6 percentage points lacking from the target indicator value.

- 1) **The “Satisfaction of implementation structure employees and beneficiaries and applicants with the information system” indicator (83420)**

#### Changes of the indicator in time

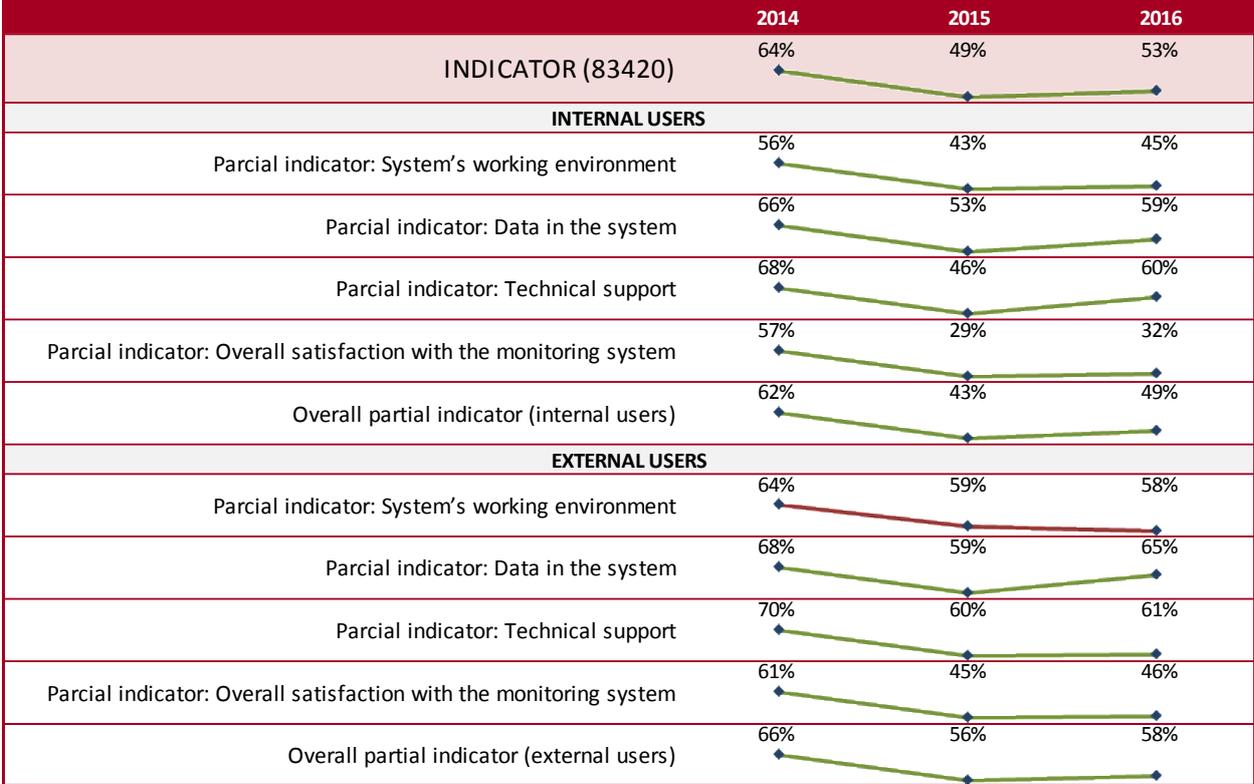
The total value of the indicator in 2016 is **4 percentage points higher than in 2015**, so it can be said that respondents are happier with the system than they were in the previous year, though the indicator is still well below its target value (80%), which should be achieved by 2023. To meet the target value of the indicator, satisfaction needs to grow by at least 3.9 percentage points every year, so the current growth rate is sufficient.

As in 2015, a greater portion of negative rating of the monitoring system was attributable to internal system users (a partial indicator shows that 49% of internal users and 58% of external users are satisfied with the system). Also, all areas were rated as inferior by the users who work with the monitoring system every day or several times a week, since any system shortcomings affect them more than users who do not work with the system as much.

When interpreting the trend of the indicator since 2014, it is necessary to consider the fact that in 2015 a new monitoring system, the MS2014+, was introduced and many respondents may still have difficulties getting accustomed to it (57% of respondents have been using the system for a period shorter than one year). The trend in satisfaction with the monitoring system since 2014, i.e., the steep decrease followed by a gradual increase, is in line with the standard human response to change as described by certain studies (see Chapter 5). According to these studies, people’s response to a change is primarily negative in most cases – until they adapt to the change. Hence, the satisfaction with the monitoring system can be expected to grow in future years as users get accustomed to the system. The rating of the monitoring system may also be affected by the negative image that the system currently has.

Aside from the adaptation to change, the changes in the various partial indicators between 2015 and 2016 were also probably facilitated by the changes to the system that improved user satisfaction. However, we should also note one area where the respondents' satisfaction decreased over last year, and this is the system's working environment. The satisfaction with the system's working environment is influenced primarily by the speed of displaying, loading and storing data; on average, this was rated poorer than in the previous year.

**Graph 1: Satisfaction with the monitoring system between 2014 and 2016**



Source: INESAN

**Recommendations regarding the monitoring system**

Most recommendations from 2015 remain relevant for improving the satisfaction with the monitoring system. These are primarily the recommendations regarding the simplification and streamlining system navigation and its outputs, although the satisfaction with these two areas will grow as respondents grow accustomed to the system. To make everyday work with the system easier, it would be good to focus on improving the automatic data review, completeness of information and help features within the system, as well as on eliminating the need for entering the same information repeatedly. Furthermore, it is suitable to focus on improving the reaction time and standard of technical support provided by the managing authority. Additional recommendations include the speed of the monitoring system since this was the area that used rated as the poorest on average. Users are largely unsatisfied with the speed of displaying, loading and storing data and also with the low speed of downloading and request processing. Further suitable recommendations include improving the image of the system among both internal and external users.

The recommendations and the related tasks are described in more detail in **Chapter 5.1.**

**2) The "Satisfaction of implementation structure employees with HR policy and educational systems" indicator (82110)**

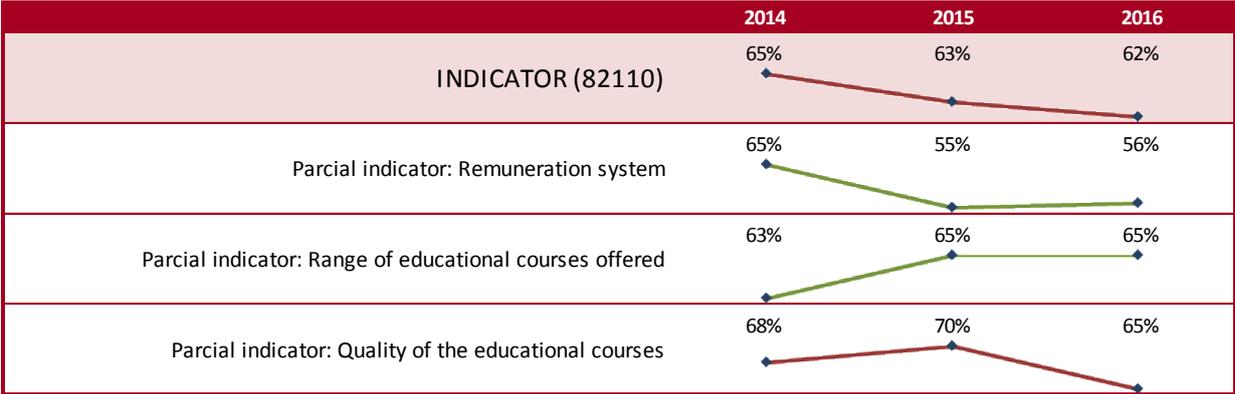
**Changes of the indicator in time**

The total value of the indicator in 2016 is just 1 percentage point lower than in 2015 and only 10 percentage points are lacking from reaching the target value of the indicator (72%), which is to be achieved by 2023. Hence,

to meet the target indicator value, respondent satisfaction needs to grow by at least 1.4 percentage points every year.

When it comes to partial indicators, respondents are the least happy with the remuneration system, as the value of this indicator remains virtually the same as in 2015. The lower degree of satisfaction with the remuneration system over the last two years may stem from the lack of knowledge of the remuneration rules defined by the Civil Service Act in effect from 1 January 2015. The satisfaction with the range of educational courses offered is the same this year as it was in 2015. The biggest change – and a negative one – is in the rating of the quality of the educational courses, which the respondents rated on average five percentage points poorer than previously. According to OAK (Department of Administration Capacity), this may be caused by the fact that the educational course provider has not been selected yet.

**Graph 2. Satisfaction with HR policy and educational system between 2014 and 2016**



Source: INESAN

**Recommendations regarding the HR policy and education**

Considering the respondents’ relatively low satisfaction with the remuneration system, the recommendations from 2015 remain valid – this means the strengthening of the role of the employee remuneration as a motivational element and improving the transparency of the remuneration system. To improve the satisfaction with the range and quality of educational courses, it is suitable to focus on expanding the offer considering the respondents’ needs and on providing a sufficient amount of time for further education.

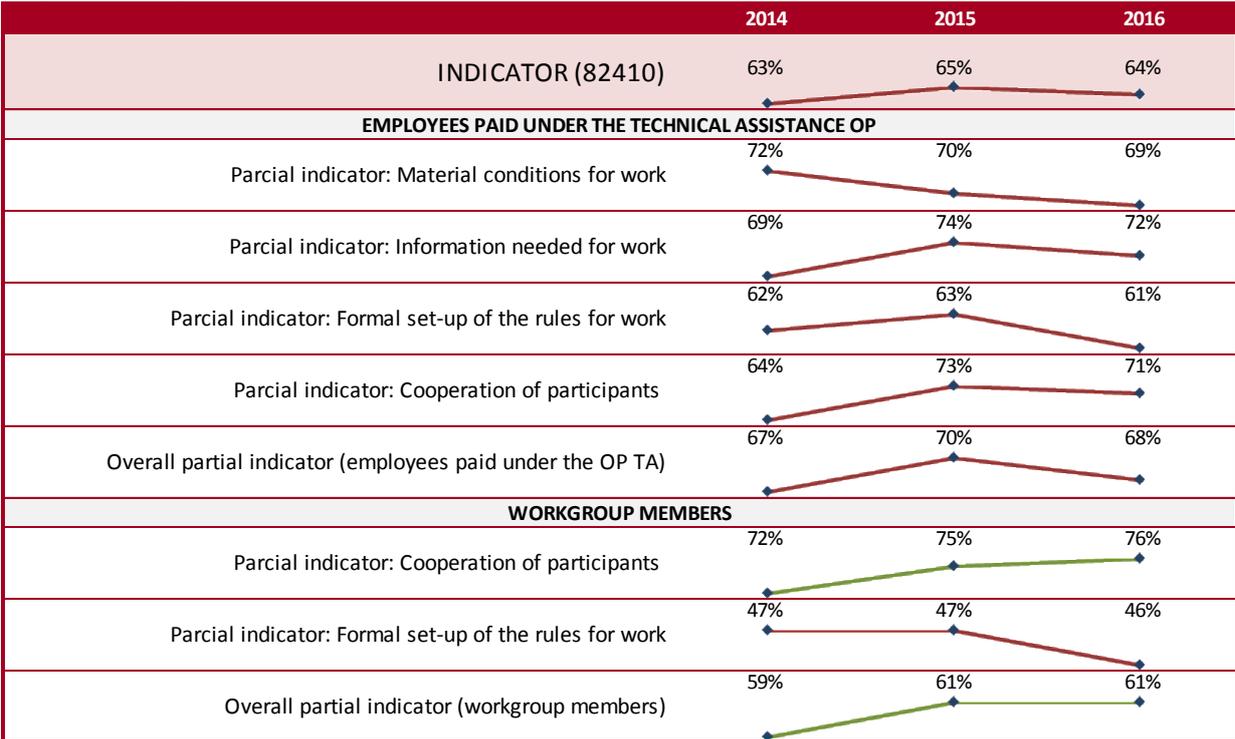
The recommendations and the related tasks are described in more detail in **Chapter 5.2.**

**3) The “Satisfaction of relevant participants with conditions for PA/OP management” indicator (82410)**

**Changes of the indicator in time**

The total value of the indicator of satisfaction with working conditions in 2016 is **one percentage point lower than in 2015**, with six percentage points remaining before the target indicator value (70%) is achieved as scheduled for 2023. Hence, it can be said that respondents are largely satisfied with the rated areas and that improving their satisfaction still further is difficult. To achieve the target indicator value in 2023 the value needs to increase by at least 0.9 percentage points every year.

**Graph 3: Participants' satisfaction with conditions for PA/OP management between 2014 and 2016**



Source: INESAN

When it comes to the individual partial indicators, workgroup members are the least satisfied with the formal set-up of conditions for work. The other areas are rated much better and three of them (Information needed for work as rated by people paid under the OP TA, and Cooperation of participants as rated by both people paid under the OP TA and by workgroup members) have exceeded the target indicator value this year already.

The rating of certain areas depends on the organisation. Under the partial indicator rating the material conditions for work, the MRD respondents rated the speed of their working computers and the breadth of choice, quality and availability of working equipment poorer than the MoF respondents did. When it comes to the partial indicator rating the formal set-up of the rules for work, the MRD respondents rated the comprehensibility of the OP TA methodologies better than the MoF respondents did.

**Recommendations regarding the conditions for work**

The recommendations from 2015 regarding the expansion of the choice of working equipment, improving their quality and shortening their delivery terms as well as the recommendations regarding improvements in the quality of IT equipment remain relevant for improving the respondents' satisfaction. Additional recommendations include improving the comprehensibility of methodologies and rules for ESI funds; these are the areas that respondents rate as the poorest on average. From the viewpoint of both target groups, there is still room for improvement in the setting of formal rules leading to improvements in this indicator.

The recommendations and the related tasks are described in more detail in **Chapter 5.3**.