

**Ordinance No. 3**  
**of the Head of Civil Service**

of 30<sup>th</sup> May 2012.

**concerning the standards of human resources management in the civil service**

Pursuant to Article 15.9 of Act of 21 November 2008 on Civil Service (Journal of Laws No. 227, item 1505, as amended<sup>1</sup>) it is hereby ordered as follows:

§1

1. Human resources management standards in the civil service, hereinafter referred to as Standards, are hereby defined in the following domains:

- 1) Human resources management organization;
- 2) Recruitment and introduction to the job;
- 3) Motivating;
- 4) Development of skills and training;
- 5) Termination of employment.

2. The Standards constitute an Attachment hereto.

§2.

Ordinance shall enter into force upon signing.

*[stamped and signed by Sławomir Brodziński, Head of Civil Service]*



Szef Służby Cywilnej  
*Sławomir Brodziński*  
Sławomir BRODZIŃSKI

<sup>1</sup> Amendments announced in Journal of Laws of 2009 No. 157, item 1241 and No. 219, item 1706 and of 2011 No. 82, item 451, No.185, item 1092 and No. 201, item 1183.



Attachment to  
Ordinance No. 3.  
Of the Head of Civil Service concerning  
the standards of human resources  
management in the civil service

## **Human resources management standards in the civil service**

### **I. Definitions**

The following words and phrases used herein shall have the following meaning:

- 1) **regular feedback** – assessment of performance and a degree of fulfilment of all the employees' requirements and assignments. Regular feedback is given to an employee by direct superior in a certain period (e.g. every quarter) to fulfil evaluational, informative, developmental and motivational function, and supportive to HRM decision making process management;
- 2) **managers** – people who manage the work of other people as direct superiors. Managing should be understood as responsibility for subordinate employees, including assessment of their work (for example periodical assessment, regular feedback);
- 3) **HR processes** – sequences of systematic actions (most often in the form of procedures) implemented in a particular order to ensure the properly qualified staff in an office at a given place and time. Actions are focused mainly around personnel processes related to recruitment, employees' performance at work, and employment termination;
- 4) **De-recruitmental interview** – an interview conducted by an employer (most often a superior) with an employee who terminates employment as a result of the employer's decision;
- 5) **cascade training** – a system of internal training involving sharing knowledge and skills of one group of employees to the other group in an institution, or training lead by selected and professional group of people having the skills of sharing knowledge;
- 6) **exit interview** – an interview lead by the employer (most often by an HR department representative) with an employee who terminates employment upon their own decision. Exit interview allow the employer to gather information concerning work quality and satisfaction as well as reasons for termination. Such knowledge helps employer to identify and recognize domains which require changes. The most often forms of the exit interview includes a questionnaire, telephone interview, direct interview;
- 7) **know-how management** – all actions aiming at identification, collection, dissemination and usage of the employees' explicit and tacit knowledge to increase quality, efficiency and effectiveness of the employees' performance.

### **II. Organization of human resources management**

The Standards in organization of human resources management are established in order to organize properly the process of human resources management in an institution, to effectively support the implementation of the institution's mission and objectives and to contribute to the increase of satisfaction and contentment of the employees.

1. Human resources management programme shall be prepared by a Director General of the institution, within one year from entry into force of Standards, or if necessary, the

currently applicable programme shall be adjusted, including in particular the following elements:

- 1) assessment of human resources management;
  - 2) priorities of human resources management;
  - 3) areas of human resources management:
    - a) organization of human resources management,
    - b) recruitment and introduction to the job,
    - c) motivating,
    - d) development and training,
    - e) termination of employment;
  - 4) annual targets and timetable of human resources management implementation within the period which shall not be shorter than three years;
  - 5) monitoring and evaluation of human resources management.
2. Human resources management programme, referred to under art. 1 above, shall be updated at least once in three years.
  3. Within one year from entry into force of these Standards, anti-mobbing procedures shall be introduced by Director General, if no such procedures had been introduced to-date.
  4. Managers are responsible for their teams not only in the scope of planning, organizing, managing, supervising, motivating, observance of labour/employment law, civil service principles and civil service ethics, but also for building friendly atmosphere within a team, solving conflicts, caring about the development of employees and about planning HR policy.
  5. Director General is recommended to define and disseminate the principles of implementing HR processes, including the circulation of documents within the institution.
  6. It is recommended to develop practical guidelines for managers, concerning the implementation of HR processes in the institution.
  7. It is recommended to introduce IT solutions to streamline HR processes in the institution.
  8. It is recommended to disseminate information concerning legislative amendments relating to the employment of those employed within the institution.
  9. It is recommended to regularly monitor the quality of services delivered to employees and candidates by services subordinated to the Director General and to monitor the quality of services delivered to clients by the employees.
  10. It is recommended to regularly obtain feedback from employees on human resources management within the institution.

### **III. Recruitment and introduction to the job**

The Standards in the area of recruitment and introduction to the job are set out in order to shape the recruitment process to guarantee openness and competitiveness. Thus persons who are employed hold qualifications that guarantee the best possible performance of tasks. The Standards are also set out in order to efficiently organize the process of introducing employees to their jobs, to enable fast and effective start of their work.

1. Within six months of the date from entry into force of these Standards, Director General shall define internal procedures of recruitment to the civil service within the institution or shall adjust the applicable procedures to this end, if necessary. The procedures should ensure in particular:

- 1) defining methods and techniques of recruitment and assessment during the recruitment, before announcing recruitment, in order to eliminate any discretion and subjectivism;
  - 2) defining clear criteria of participation in subsequent stages of recruitment;
  - 3) establishing of a threshold for accepting the examined competencies, which corresponds to the **competence threshold** necessary to work at a given position;
  - 4) maintaining of equal and uniformed principles for all the candidates in recruitment procedure, clearly defined and presented to all the candidates;
  - 5) compatibility of the recruitment announcement with the job description;
  - 6) acceptance of an application sent by the deadline stipulated in the recruitment announcement if the minimum deadline resulting from the Act on Civil Service was indicated in the job announcement;
  - 7) participation of each candidate who fulfils formal requirements in the subsequent stage of the recruitment procedure following formal verification of applications and a possibility to use – as a subsequent stage of recruitment – a method of selection based on the analysis of the applications provided, taking into account the criteria resulting from the recruitment announcement;
  - 8) verification of all necessary requirements and all additional requirements indicated in the recruitment announcement by means of proper tools which enable an objective verification of those criteria;
  - 9) selection of candidates only on the basis of requirements resulting from the content of recruitment announcement;
  - 10) asking the same questions to all the candidates to assess the same competencies based on the same method of selection, to guarantee comparability of results achieved;
  - 11) informing candidates, on equal footing, about qualifying to the subsequent stage of recruitment and about methods and techniques used at that stage;
  - 12) reflecting all actions and events affecting recruitment procedure and its result in recruitment documentation, including the result of recruitment procedure, the questions or tasks and criteria and evaluations made during the procedure.
2. It is recommended that internal recruitment procedures ensures that:
    - 1) an interview is done during every recruitment procedure;
    - 2) information about the amount of proposed basic salary is provided in the recruitment announcement;
    - 3) various methods and techniques of candidate selection are used, adjusted to the requirements of the job concerned;
    - 4) managerial competences are examined in case of candidates applying for positions which are not senior positions but where team management or team work coordination applies, and thus managerial experience is required;
    - 5) HR department representative is present in the process of recruitment as a competent partner and advisor, watching that the procedure is in accordance with the principles of recruitment for civil service and internal recruitment by-laws;
    - 6) candidates are informed, on equal footing, that they have been not qualified for the subsequent stage of recruitment procedure.
  3. It is recommended to post internal recruitment procedures on the institution's website. Moreover, it is recommended that other information valid for a candidate is posted on the institution's website, such as explanations or additional information to the internal recruitment procedure posted on the website.

4. Director General of the institution shall, within 6 months of the date from entry into force of these Standards, define the principles of organizing a preparatory service in the institution, if no such principles exist to-date.
5. While introducing new employees to their jobs it is recommended that:
  - 1) new employees are acquainted with the mission and main goals of the institution;
  - 2) employees of a given unit or the whole institutions are informed about the employment of a new person, e.g. by means of Intranet or e-mail;
  - 3) new employee is introduced to the rest of employees and acquainted with the tasks of a given unit;
  - 4) a person responsible for the process of new employee adaptation in the first period of his/her employment is appointed.

#### **IV. Motivating**

Motivating standards are set out to build commitment to work for to the institution and to the tasks.

1. While fixing a basic salary of a civil service corps member the Director General of the institution in particular:
  - 1) takes into account job evaluation;
  - 2) takes into account performance assessment, including the level of competences and work results;
  - 3) takes into account job market conditions;
  - 4) does not take into account those competencies of the employee, which are not related with his/her tasks, or in other way cannot be useful for the institution concerned.
2. Basic salary of a civil service corps member may not be reduced as a result receiving other financial bonuses.
3. Director General ensures that differences in the level of basic salary among the positions, which result from the hierarchy of positions, motivate the employees to apply for promotions and development.
4. Director General shall introduce a system of regular feedback to regularly assess work results and method of work of the civil service corps members.
5. Director General is recommended to define principles and criteria of granting bonuses.
6. It is recommended that principles and criteria of granting awards includes following guidelines in particular:
  - 1) granting awards for particularly good work, taking into account work load, quality and complexity, as well as self-reliance and commitment of the employee;
  - 2) using various range of criteria of granting awards, for example: team work, completion of particular task, conducting internal trainings, mentoring;
  - 3) adjusting frequency of providing regular feedback to the frequency of granting periodical awards, in case of granting such awards in the office;
  - 4) communicating regular feedback to all the employees, also to those who have not been granted a periodical award, in case of granting such awards in the office;
  - 5) granting awards immediately following a period concerned or after a completion of the task for which the award is granted;
  - 6) granting awards after a consultation with direct superior;

- 7) fixing awards by Director General for directors and deputy directors of departments in close cooperation with representative of office's management supervising those positions;
  - 8) informing Managers about a final decision whether their subordinates are going to get a reward or not;
  - 9) introducing differences in amounts of awards in order to increase their motivating value;
  - 10) presenting achievements of the employee – including regular feedback or employee assessment – in the grounds for application for award;
  - 11) informing employee by direct superior or by a person who signed an application for award – preferably verbally during a meeting – about the amount of award granted and about the grounds for the award.
7. It is recommended to implement flexible solutions concerning working time and method, along with other solutions allowing to increase work-life balance.
  8. The use of non-material motivational tools are recommended, such as for example: approval, distinction, building a friendly team atmosphere, streamlining communication, enabling self-development, designating to training, assigning new interesting tasks, broadening the scope of responsibility, optimizing work organization.
  9. Managers should make an effort to recognize needs of their subordinates and to adjust motivational tools individually.

## **V. Development of skills and training**

Standards in the scope of development of skills and training are being set in order to introduce a policy of development and training among employees, to increase the quality of tasks implemented in the institution and to build employees' commitment to work for their institution.

1. Director General of the institution shall, within 6 months from entry into force of these Standards, define a forms and principles of development and implementation of individual professional development programmes if no such principles exist to-date.
2. Within 1 year from the entry into force of these Standards, Director General shall develop an annual training plan, corresponding to the needs of the institution, taking into account individual professional development programmes or shall adjust the existing plan, if necessary.
3. Annual training plan, referred to under point 2, shall be updated every year.
4. Director General is recommended to define principles and implement know-how management tools in order to ensure sharing the knowledge among the employees, as well as in order to provide better access to knowledge obtained by the employees.
5. Director General is recommended to develop principles and tools to support the process of verifying the needs for development and training effectiveness.
6. Various forms and tools for improving professional qualifications of employees are recommended, in particular:
  - 1) training;
  - 2) self-learning by means of e.g. reading books, case law;
  - 3) internships and participation in task forces, preparing analyses, expertise, additional tasks, substituting temporarily vacant positions;
  - 4) learning from other colleagues through instructions, mentoring, coaching, consultations, study visits.
7. In order to ensure a high effectiveness and standards of training it is recommended:

- 1) to adjust number of participants in a training group to the subject and form of training;
  - 2) to adjust level of training to the level of participants' knowledge;
  - 3) to use of *pre* and *post* tests, which verify the amount of knowledge acquired and check whether the training was effective;
  - 4) to use of training evaluation by filling out individual training assessment questionnaire or by conducting individual interviews with participants.
8. Internal training system is recommended, in particular:
- 1) developing, for employees who manage teams, internal training and development programs, shaping knowledge and skills necessary to perform management duties;
  - 2) developing and implementing a programme for managers who begin their management job;
9. Cascade training implementation is recommended.
10. Introduction of principles for organizing internal recruitments is recommended.
11. A manager monitors professional development of subordinates.

## **VI. Termination of employment**

Standards in the scope of termination of employment are being set in order to ensure continuous and effective operation of the institution during actions aimed at terminating employment, while ensuring the observance of employee's rights.

1. Director General is recommended to:
  - 1) initiate exit interview procedure for employees who want to quit on their own request;
  - 2) ensure that managers are prepared to conduct de-recruitmental interview.
2. HR units should support the managers of organizational units handling cases of employment termination, by informing about applicable legislation, and support the released employees, in particular by:
  - 1) informing about the employees' rights,
  - 2) provide explanation on relevant employment legislation.
3. Managers:
  - 1) ensure adequate procedure of transferring cases and documents by employees whose employment is to be terminated in order to protect the interest of the institution;
  - 2) conduct actions ensuring continuity of work on the vacant position (recruitment, change of task distribution, agreement for replacement);
  - 3) provide periodical assessment on request of the released employees, and in case of employees who are not a subject to periodical assessment, provide a written opinion on the employee's work.