Ordinance No. 6[1]

of the Head of Civil Service

of 12th March 2020.

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 of 2020, item 265) it is hereby ordered as follows:

§ 1. Standards for human resource management in the civil service are set and attached to the ordinance.

§ 2. Entry into force of the ordinance does not impose an obligation to prepare a new human resources management program at the office.

§ 3. Decree No. 3 of the Head of the Civil Service of 30 May 2012 concerning the standards of human resources management in the civil service is repealed.

§ 4. The order shall enter into force upon signing.

[stamped and signed by Dobrosław Dowiat-Urbański, Head of Civil Service]

SZEF SŁUŻBY CYWILNEJ

DOBROSŁAW DOWIAT URBAŃSKI

Attachment to
Ordinance No. 6.
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. GLOSSARY OF TERMS

1) **coaching** – joint work of an employee with a personal trainer (coach) on the development of competences or problem solving, which takes place during individual meetings;

2) **ethics adviser** – an employee who supports director general in building and promoting a culture of integrity in the office, including advising and supporting employees in solving ethical dilemmas and in understanding the rules of the civil service and principles of the civil service code of ethics;

3) **director general** – this term should also be understood as the head of office in which the position of director general is not created;

4) **feedback information** – information that the immediate superior provides to the employee to summarize the way in which she/he performs tasks; this information plays evaluation, information, development and motivational functions and supports the superior in making HR decisions;

5) **soft competencies** – skills, behaviours and attitudes, including among others those in the areas of communication, motivation, interpersonal and social skills, that enable people to act effectively and efficiently and to achieve their goals;

6) **managerial competencies** – soft competences that relate to team management and management of organizational unit or organization;

7) **mentoring** – exchange of experiences between people with different levels of knowledge and skills in a given area;

8) **mobility** – employees' development activities which involve the temporary implementation of different tasks in the current or other workplace or a change of workplace; they enable employees to gain new knowledge and experience that will be useful in the implementation of tasks of the office;

9) **workflow tools** – IT tools that support the work of many people on the same project, so that they can use the same resources at the same time or that enable efficient flow of documentation between process participants;

10) **work-life balance tools** – solutions that help maintain a balance between professional and private life;

11) **assessment centre (and development centre)** – a multidimensional process of assessing the competence of a person (or group of people), which is used when selecting candidates in the recruitment centre (assessment centre) or in the process of employee development (development centre); the participant performs various tasks, and the way of doing it is observed and assessed by a team of trained assessors;

12) **managers** – persons who manage the work of other persons under direct subordination, including assessing their work (e.g. they carry out periodic performance appraisal, provide feedback);

13) **persons with special needs** – persons who, in order to participate in various spheres of life on an equal footing with others, must overcome barriers – take additional actions or apply additional measures;

14) **HR processes** – systematic actions to ensure that the office has the appropriate and competent employees; these activities are usually contained in procedures that concern, among others recruiting and employing, developing and motivating employees, as well as matters related to leaving the office;

15) **de-recruitment conversation** – a conversation that is carried out on the initiative of the employer (usually with the participation of the superior) with an employee who is leaving the office on the basis of the employer's decision; the interview is primarily intended to inform the employee of the reasons for this decision and her/his rights;

16) **internal trainer** – an employee who has specialist knowledge and is able to effectively transfer it to other employees;

17) **exit interview** – an interview that is conducted with an employee when she / he decides to leave the office; it allowes to know the reasons for the employee's decision to leave and to find out which areas in the office need to be changed; most often it is carry out in the form of: surveys, telephone conversations, face-to-face conversations (a representative of the human resources unit usually participates in this conversation);

18) **knowledge management** – all activities that allow discovering, collecting, disseminating and using employees' knowledge; they are used to improve the quality, efficiency and effectiveness of the tasks carried out by employees;

19) **human resource management (HRM)** – all activities, such as planning and organizing the work of subordinate employees, their motivation and development, which help to achieve the goals of the organization, while meeting the employees' needs related to their development, maintaining a balance between professional and private life (work-life balance).

II. HUMAN RESOURCES MANAGEMENT (HRM) ORGANISATION

Goals:

- optimal organization of HRM processes,
- effective support of the office in the implementation of tasks,
- increase in employee satisfaction,
- developing a culture of integrity.

1. HRM program

1) In offices employing more than 50 civil service corps members, HRM program shall include:
   a) diagnosis of HR prosesses in the office,
   b) priorities in the field of HRM,
   c) HRM areas:
      - HRM organisation,
      - recruitment and induction to work,
      - motivating,
      - work-life balance tools,
      - training and development,
      - termination of employment relations,
   d) annual goals and schedule of activities for the period of at least 3 years,
   e) monitoring and evaluation of activities.
2) Offices employing 50 civil service corps members and less, shall adjust HRM program to their needs and capabilities (this means they are not obliged to include all elements referred to in point 1 in the HRM program).
3) Offices shall update HRM program at least once every 3 years.

2. Anty-mobbing procedure

Director general shall define the anti-mobbing procedure in the office and conduct its periodic review. This allows to reduce the risk of phenomena such as mobbing or discrimination in the work environment.

3. Managing of the eployees

Managers are responsible for managing the subordinated team, i.e. for how they:
1) plan,
2) organise,
3) lead,
4) monitor,
5) motivate,
6) evaluate,
7) care for employees' development,
8) comply with the provisions of labour law, civil service principles and the principles of civil service code of ethics,
9) build a friendly atmosphere in the team,
10) solve conflicts.

4. Integrity culture

Director general shall support employees in difficult or unclear situations that raise their ethical doubts (e.g. she / he develops and disseminates relevant procedures or creates the function of an ethics adviser in the office and provides her / him with appropriate working conditions).

5. HR processes and work organisation

It is recommended to:
1) develop a practical guide on HR processes for managers,
2) introduce IT solutions that improve the implementation of HR processes,
3) disseminate information on changes in legal provisions that relate to the employment relationship of employees,
4) regularly monitor the quality of services provided to employees and candidates applying for work (using of monitoring results will allow to improve service standards, including services provided to persons with special needs).
5) regularly examine employees' opinions on HRM (e.g. through surveys, interviews, focus groups),
6) use tools, including IT solutions, that support work organisation and time management (e.g. calendars, task lists, workflow tools, electronic documentation management).

6. Accessibility of the office

It is recommended to:
1) support persons with special needs by providing them with timely and reliable information on accessibility (e.g. preparation of a guidebook on employment and rights of persons with special needs),
2) monitor the quality of customer service and use the results of monitoring to improve service standards, including service for persons with special needs,
3) establish cooperation with non-governmental organizations that deal with the affairs of persons with special needs and promote employment in the civil service through this cooperation.

7. Internships, apprenticeships and volounteering

It is recommended to:
1) define internal rules for the organization of internships, apprenticeships and volunteering to improve these activities and to improve their quality,
2) encourage persons with special needs to participate in internships, apprenticeships and volunteering and adapt the program and workplace to their needs,
3) establish cooperation with non-governmental organizations and educational institutions when organizing internships, apprenticeships and volunteering.

III. RECRUITMENT, EMPLOYMENT AND INDUCTION TO WORK

Goals:

- objectivity in the recruitment process,
- openness and competitiveness of recruitment,
- efficient organization of the recruitment process,
- increased recruitment efficiency,
- employment of the best candidates,
- efficient introduction of new candidates to work in the office,
- quick and effective induction of newly employed people to work.

1. Identyfying of managerial competencies

1) Before appointing a person to a higher position in the civil service, it shall be assessed whether she or he meets the requirements contained in the job description, including managerial competencies.
2) Before filling a position in which a person manages employees, it shall be assessed whether candidates for such position posses managerial competencies.
3) In order to assess competencies objectively, appriopriate tools shall be used (e.g. psychological tests, skill tests, practical tasks, presentations, behavioral interviews, assessment centre excercises).
4) The assessment of managerial competencies shall be followed with a document confirming conducting of such assessment.

2. Internal procedures of recruitment to the civil service

1) Director general shall define internal procedures of recruitment to the civil service.
2) In particular, internal procedures of recruitment should provide:
   a) definition of methods and techniques of recruitment and assessment used during the recruitment, set before vacancy announcement,
   b) definition of clear criteria of participation in subsequent stages of recruitment,
   c) indication of a threshold for accepting the examined competencies, which corresponds to the competence threshold necessary to work at a given position,
   d) preservation of standard principles for all the candidates, clearly defined and equally presented to all the candidates, with the exception set out in letter l),
   e) compatibility of the vacancy announcement with the job description,
   f) indication in the vacancy announcement that the date of sending the documents determines whether the candidate has met the deadline – if the minimum deadline resulting from the Act on Civil Service was indicated in the vacancy announcement,
   g) participation of each candidate who fulfils formal requirements in the subsequent stage of the recruitment procedure following formal verification of applications,

h) using – as a subsequent stage of recruitment – the selection of submitted documents based on their substantive analysis, which takes into account the criteria resulting from the vacancy announcement,

i) verification of all requirements (necessary and additional, also those related to the soft competencies) indicated in the vacancy announcement by means of proper tools, which enable an unbiased and objective assessment,

j) selection of candidates based exvlusively on requirements set out in the vacancy announcement,

k) asking the same questions to all the candidates to assess the same competencies based on the same method and technique of selection, to guarantee comparability of results achieved,

l) equalize the opportunities in recruitment process for people with special needs, e.g. as far as possible:
   – enable them to use their own devices and solutions supporting their work (e.g. support of an assistant or job trainer),
   – adapt materials used during the recruitment to their needs (e.g. by larger font in printed materials),
   – increase the time of respective methods and techniques adequately to their needs,

m) on equal footing to:
   – inform candidates about qualifying to the subsequent stage of recruitment and about methods and techniques used at that stage,
   – inform candidates if they are not qualified to the subsequent stage of recruitment, as far as possible,

n) reflecting all actions and events affecting recruitment process and its result in the recruitment documentation (including the questions or tasks, criteria and assessments made during the recruitment).

3) It is recommended that internal procedures of recruitment ensures that:
   a) an interview is conducted during every recruitment procedure,
   b) information about the amount of offered basic salary is provided in the vacancy announcement,
   c) various methods and techniques of candidate selection are used, adjusted to the requirements of the job concerned,
   d) candidates are able to take part in the recruitment by electronic means of communication (e.g. via Internet),
   e) HR unit representative participates in the process of recruitment as a competent partner and adviser, watching that the procedure is in accordance with the principles of recruitment to the civil service and internal procedures of recruitment.

4) It is recommended to make available on the institution's website:
   a) internal procedures of recruitment,
   b) other information important and useful for candidate that explains or supplements internal procedures of recruitment.

3. Preparation for contacts with persons with special needs

It is recommended that office's staff members participate in training or meetings that increase awareness and teach proper behaviour when dealing with persons with special needs. These training and meetings shall be directed in particular to:
1) people, who conduct recruitments,
2) a team in which a person with special needs works or is expected to work,
3) people, who are responsible for the induction process of new employees.

4. Preparing the workplace for a new employee, trainee, apprentice, volunteer

It is recommended that a workplace for a new employee, trainee, apprentice or volunteer, taking into account her / his special needs, is prepared before or at the latest on the day of starting work, internship, apprenticeship or volunteering.

5. Induction of the eployees to work

It is recommended that:
1) employees of a given unit or of the whole institution are informed about the employment of a new person (e.g. by means of Intranet or e-mail),
2) new employee is introduced to the rest of employees and acquainted with the tasks of a given unit,
3) a person is appointed to be responsible for the induction process of new employee in the first days of her / his employment (e.g. introduction to the team, support in workplace organisation and adjustment, familiarising with the organizational structure of the office and the division of tasks at the office),
4) superiors ask for information from new employees about their initial work period, in particular about:
   a) induction process,
   b) difficulties encountered,
   c) suggestions for improvement,
   d) development needs,
   e) level of job satisfaction,
   which will allow to build high quality of the induction proces of employees.

6. Organisation of the preparatory service (induction course)

1) Director general shall define the rules for the organization of the preparatory service in the office.
2) It is recommended for the organization of the preparatory service, to define in particular:
   a) templates of sheets (e.g. reports, exam grade cards, certificates of completion of preparatory service),
   b) the rules for appointing the members of the examination board,
   c) the form of the examination and the way it is conducted in order to ensure equal treatment for all persons concerned,
   d) topics of the preparatory service, including issues related to:
      – persons with special needs,
      – ethics and integrity,
      – principles of the civil service,
      – plain language principles,

- mobbing,
- equal treatment.

<div style="text-align:center">IV. MOTIVATION</div>

Goals:
- systematizing remuneration in the office,
- preventing pay inequalities,
- strengthening employees' involvement in the work for the office and performed tasks,
- encouraging candidates to take up employment in the office and retaining the best employees,
- mobilizing employees to achieve best results.

1. Basic salary

1) While fixing a basic salary of a civil service corps member director general shall take into account in particular:
   a) outcome of job evaluation,
   b) performance appraisal, including primarily the level of competencies and performance / work results,
   c) job market conditions,
   d) only those competencies of the employee, which are related with her / his tasks, or in other way can be useful for the functionning of the office concerned.
2) The basic salary of the civil service corps member shall be determined independently of the allowances and bonuses received, and in particular may not be reduced in connection with the granting of allowances and bonuses or an increase in their amount.
3) Director general shall ensure that differences in the level of basic salary among the positions, arise from the hierarchy of positions, and as a result motivate the employees to development and applying for promotion.

2. Bonuses / awards

1) Director general is recommended to define principles and criteria of granting bonuses / awards in the office.
2) It is recommended that the principles and criteria of granting bonuses / awards in the office provide for:
   a) granting bonuses / awards for particularly good work, taking into account work load, quality and complexity, as well as independence and commitment of the employee,
   b) diversified criteria catalogue of granting bonuses / awards (e.g. team work, task pefomance in innovative way, conducting internal training, mentoring),

c) differentiating the amount of bonuses / awards in order to increase their motivational value and to reflect the effort and commitment put into the task completion,
d) presenting achievements of the employee in the grounds for bonus /award application,
e) consulting with direct superior prior to granting bonus / award,
f) fixing bonuses / awards by director general for directors and deputy directors of departments in close cooperation with office's top management representative supervising those positions,
g) granting bonuses / awards immediately following a period concerned or after a completion of the task for which the bonus / award is granted,
h) adjusting frequency of providing feedback information to the frequency of granting periodical bonuses / awards, in case of granting such bonuses /awards,
i) providing feedback informaton to:
   – managers regarding the decision to grant or not bonuses /awards to their employees,
   – all employees, including those who have not been granted a periodical bonus / award, in case of granting such bonuses / awards,
   – employees, regarding the amount of bonus / award granted, together with the grounds for the decision (preferably during a direct meeting by the immediate superior or the one who applied for the bonus / award).

3. Task allowances

1) Director general is recommended to define the rules for granting task allowances in the office. This is to help effectively use them as a tool that will motivate the employee in a situation when she / he performs additional tasks for a certain period of time:
   a) other than permanent tasks specified in the job description,
   b) the same as the tasks specified in the job description, but being additional tasks for the employee, since there will be bigger amount of them for a certain period of time (e.g. in connection with the replacement of an absent employee, the implementation of tasks assigned to a vacant job, and periodic intensification of the number of tasks).
2) It is recommended that the rules for granting task allowances provide for:
   a) a catalog of circumstances justifying the possibility of granting the allowance,
   b) criteria taken into account while deciding on granting a task allowance, e.g.:
      – type and nature of additional tasks (including i.a. their complexity, scope of required independence, substantive and financial responsibility),
      – the amount of additional tasks and their intensity,
   c) criteria taken into account when determining the monthly amount of the task allowance, e.g.:

- the amount of allowances granted to employees who perform the same or comparable tasks,
- the amount of remuneration of an employee for whose substitution a task allowance is granted,
- financial capabilities of the office,

 d) the amount of the task allowance not exceeding 50% of the employee's basic salary,

 e) involvement of directors of organizational units in deciding on granting a task allowance,

 f) periodic analysis on the legitimacy of granting task allowances, also in terms of their amount, e.g. taking into account the intensity of additional tasks performed,

 g) periodic analysis on the possibility of changing the nature of tasks from additional to permanent ones by including them in the job description and linking this to a possible change in the amount of an employee basic remuneration.

4. Using non-financial motivational tools

1) It is recommended to use non-financial motivational tools, such as:
   a) praise,
   b) distinction,
   c) work-life balance tools,
   d) building a friendly team atmosphere,
   e) improving communication,
   f) creating conditions for self-realization,
   g) directing to training,
   h) entrusting new and interesting tasks,
   i) increasing the scope of responsibility and independence,
   j) optimizing work organization.
2) Managers should try to recognize the needs of their subordinates and adjust motivational tools individually.

5. Employees' mobility

1) Director general is recommended to build an organizational culture that promotes employees' mobility.
2) In the framework of mobility, directors general may, e.g.:
   a) conclude agreements on temporary transfers to another office within the civil service,
   b) organize work in working project teams,
   c) enable employees to participate in professional programs and internships,
   d) enable temporary and permanent change of job position, at the employee's request.
3) It is recommended to define the rules for organizing internal recruitment in the office.

6. Feedback information system

1) Director general shall define a feedback information system.
2) The feedback information system in the office should in particular be motivating and developing.
3) The feedback information system in the office shall consist of:
   a) current information – information provided immediately after the occurrence of the situation, which justifies providing information to the employee about her / his tasks or behaviour,
   b) cyclical information – information provided at regular intervals (e.g. quarterly), which summarizes a given period of work of an employee.
4) Feedback information should be:
   a) concrete, in particular relating to behaviours and facts,
   b) adjusted to the recipient.

V. WORK-LIFE BALANCE TOOLS

Goals:

- promotion of solutions aimed at balancing work with other aspects of the employee's life,
- creating a friendly atmosphere at work,
- increasing employee motivation and efficiency,
- strengthening the good image of the employer among employees and potential applicants for job,
- supporting a healthy lifestyle.

1. Catalogue of work-life balance tools

It is recommended that office:
1) catalogues and describes available work-life balance tools, and then disseminate them among employees (e.g. via Intranet),
2) uses work-life balance tools from various areas, such as:
   a) time and work organization (e.g. flexible working time, telework),
   b) commuting (e.g. parking space in the office, room or bike racks in the office),
   c) taking care of a child or a dependent person (e.g. room for a parent with a child, possibility of coming to work with a child, subsidies for a nursery, kindergarten or children's club),
   d) holydays (e.g. co-financing of holydays and vacations, discounts in holiday resorts),
   e) sport, recreation and free time (e.g. sports cards or co-financing of sport and recreation activities, additional bonus for tickets for cultural events),
   f) integration and communication (e.g. platform for internal communication and exchange of information between employees),

g) health and medical care (e.g. taking care of ergonomic and comfortable – higher than standard – working conditions, activities promoting a healthy lifestyle),

h) material support (e.g. suport in crisis situation and events, housing loans).

2. Development of work-life balance tools

It is recommended that:

1) work-life balance tools are developed and implemented through dialogue between the employer and employees,

2) needs analysis and analysis of demographic statistics among employees (e.g. generational diversity, gender) are conducted to better adapt work-life balance tools to the employees' needs and the capabilities of offices,

3) information about work-life balance tools that are used in the office are disseminated and promoted (i.a. in vacancy announcements, during job fairs, open days).

3. Improving accessibility of the workplace

It is recommended that an individual approach is applied when preparing amenities at the workplace, which will increase their accessibility (e.g. by considering the possibility of using flexible forms of working time, or changing the organization of work at the workplace).

VI. TRAINING AND DEVELOPMENT

Goals:

- conducting employee training and development policy in the office,
- developing employee competencies,
- building employee involvement in working for the office,
- improving the effectiveness of training and other forms of development activities,
- exchange of knowledge between employees and better access to it.

1. Researching of training needs

Director general is recommended to develop principles and tools supporting the process of researching of training needs in the office (e.g. surveys, analysis of job descriptions, analysis of conclusions from performance appraisals, development talks).

2. Individual professional development program and training plan

1) In office employing over 50 civil service corps members, director general shall:

a) define the principles of developing and implementing individual professional development programs, which will allow targeted and systematised employee development,

b) develop an annual training plan of employees, that meets the office's needs, and takes into account individual professional development programs.

2) Offices that employ 50 civil service corps members and less are recommended to introduce the solutions referred to in point 1).

3. Organising of training and development activities

1) The use of various forms of employee development activities is recommended, in particular such as:
   a) training,
   b) self-improvement (e.g. reading specialist literature and case law),
   c) learning by doing (e.g. participation in internships, task forces, performing analysis, expertise, additional tasks, replacing other employees or vacant positions),
   d) learning from other colleagues (e.g. instructions, mentoring, coaching, consultations, study visits),
   e) development center.

2) Director general is recommended to define the rules and to implement knowledge management tools in the office, e.g.:
   a) newsletter,
   b) Intranet / internal portal,
   c) conference calls,
   d) cascading knowledge sharing,
   e) database / knowledge base,
   f) tools for group work,
   g) handy libraries.

3) It is recommended to use e-learning (e.g. E-learning system of the civil service).

4) Director general is recommended to define:
   a) an introductory program for persons who are expected to become managers,
   b) principles and tools that support the talents identification and development in the office.

5) Managers monitors the professional development of subordinate employees.

4. Training effectiveness

It is recommended that the rules and tools supporting the effectiveness of training are implemented in the office, in particular:

1) adjusting the level of training to the level of knowledge of its participants,
2) adjusting the size of the training group to the subject and form of training,
3) using pre- and post-tests that allow to assess the increase in knowledge and check whether the training goal was achieved,
4) using individual training assessment questionnaires (AIOS) or conduct evaluation interviews with training participants.

5. Internal training system

It is recommended to introduce an internal training system, including in particular to:

1) develop internal training and development programs that will develop the knowledge and skills required in the office,
2) create an internal trainers group at the office.

VII. TERMINATION OF EMPLOYMENT RELATIONSHIP

Goals:
- ensuring the continuity and effectiveness of the office's work,
- obtaining information by the employer about the reasons for leaving job by employees,
- informing employees about applicable law and their rights,
- strengthening the good image of the office.

1. Exit interview

Director general is recommended to implement an exit interview procedure for employees who decide to leave the office. Exit interview should cover issues related to i.a.:
1) the reasons for the employee's decision to leave the office,
2) positive and negative aspects of work in the office,
3) development opportunities,
4) use of feedback information,
5) level of satisfaction with work in this office.

2. De-recruitment conversation

It is recommended to conduct de-reruitment conversations in offices and to ensure that managers are prepared to conduct de-rerutment conversations.

3. Duties of HR units and managers

1) Employees of HR units provide suport to:
   a) managers managing organizational units from which employees are leaving (e.g. inform about the provisions of applicable law);
   b) employees, who leave the job (e.g. inform about their rights and provide explanation in the field of the labour law).
2) Managers:
   a) in concern of the office's interest, ensure that employees who are leaving job, forward their dossiers and documents in an appropriate manner,
   b) take actions that ensure continuity of work in a vacant position (e.g. decision on recruitment or transfer, change of the division of tasks),
   c) at the request of employees with whom the employer terminated the employment relationship – carry out their periodic performance appraisal, and for employees who are not a subject to such obligation, issue an opinion on their work.