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**ORDINANCE No 1 of the PRIME MINISTER**

of 7 January 2011

**on the rules of preparing job description and job evaluation in civil service**

Pursuant to Article 84(2) of the Act of 21 November 2008 on Civil Service (references of the Polish Journal of Laws: Dz. U. Nr 227, poz. 1505 and of 2009 Nr 157, poz. 1241 and Nr 219, poz. 1706), it is hereby ordered as follows:

## Section 1

**General provisions**

§ 1. 1. Job description shall be prepared for each civil service position, hereinafter referred to as a "position".

2. A job description shall specify the tasks performed, required competences, qualifications and scope of responsibility depending on the location and function of the position in the office structure, hereinafter referred to as the "position scope".

3. A job description template for a position other than a senior civil service position is specified in Appendix 1 hereto.

4. A job description template for a senior civil service position is specified in Appendix 2 hereto.

§ 2. 1. The description of each newly established position shall be prepared immediately after its establishment.

2. In case of any changes to the position scope, the job description shall be updated immediately.

§ 3. Each position shall be subject to evaluation.

§ 4. 1. The job evaluation, except for the position of the director general of the office, shall be conducted by an internal evaluation team appointed at the office, hereinafter referred to as the "internal team", whose members shall be appointed and dismissed by a person responsible for Labour Law matters at the office, hereinafter referred to as the "employer's representative".

2. If the number of civil service corps members employed at the office is not higher than 50 persons, the job evaluation may be conducted by the employer's representative without the need to appoint an internal team. The provisions hereof which relate to the internal team shall apply accordingly to the employer's representative conducting job evaluation.

3. The position of the director general of the office shall be evaluated by an external evaluation team, hereinafter referred to as the "external team", whose members shall be appointed and dismissed by the Head of Civil Service.

§ 5. The responsibilities of the teams referred to in § 4(1) and (3) shall include:

- 1) verifying the suitability of the position for job evaluation purposes;
- 2) job evaluation;

3) updating the job evaluation result.

§ 6. Members of the teams referred to in § 4(1) and (3) shall not disclose information on the course of work of those teams to third parties except for:

- 1) the employer's representative – in the case of work of the internal team;
- 2) the head of the office and the Head of Civil Service – in the case of work of the external team.

§ 7. 1. The job evaluation shall be made using the analytical-point method.

2. A description of the analytical-point method and the point values for detailed criteria and extra points for a position other than a senior civil service position are specified in Appendix 3 hereto.

3. A description of the analytical-point method and the point values for detailed criteria for senior civil service positions are specified in Appendix 4 hereto.

§ 8. 1. When making job evaluation using the analytical-point method, the following guidelines shall be followed:

- 1) the job evaluation relates to the position, not the person employed at that position;
- 2) for each detailed criterion one level shall be established which, according to each team referred to in § 4(1) and (3), best corresponds to the scope of the position under evaluation;
- 3) when assigning a given level to the evaluated position, each team referred to in § 4(1) and (3) shall choose a minimum level, required for the correct performance of tasks at that position, taking into account mainly the tasks assigned to the given position;
- 4) when making job evaluation:
  - a) a position other than the position of the director general of the office, the internal team shall not take into account the additional and desired requirements,
  - b) the position of the director general of the office, the external team shall not take into account the desired requirements;
- 5) in justified cases, the requirements referred to in item 4 may be taken into account, provided that the teams referred to in § 4(1) and (3) justify the decision to take such requirements into account in writing;
- 6) a position which is not a senior civil service position shall be evaluated based on the prevailing tasks, i.e. three tasks which are most frequently performed at the position, and in justified cases auxiliary tasks may be taken into account as well.

2. When making job evaluation using the analytical-point method, the teams referred to in § 4(1) and (3) shall

use information contained in the job descriptions.

3. The teams referred to in § 4(1) and (3) may also use:

- 1) information and documents obtained from persons supervising evaluated position;
- 2) information obtained from persons whose experience and knowledge on the evaluated position scope may be useful in their work.

§ 9. The result of job evaluation shall be the sum of all points received for individual detailed criteria and of extra points in the case of a position other than a senior civil service position,.

§ 10. The Head of Civil Service may ask the office to provide the results of job evaluation.

## Section 2

### Job description

§ 11. 1. Preparing a job description for a position other than a senior civil service position shall be the responsibility of the employer's representative.

2. Preparing a job description for the position of the employer's representative, unless it is a senior civil service position, shall be the responsibility of the entity that established the employment relationship with the person employed at that position.

3. The provisions hereof shall be applied accordingly to the preparation of a job description for the position where the person referred to in Clause 2 is employed.

4. The head of an organisational unit shall submit a draft job description for positions supervised by him/her for approval by the employer's representative or a person authorised by him/her through the organisational unit responsible for personnel matters, which shall be responsible for verifying the correctness of preparation thereof. The employer's representative may assign another organisational unit or person to verify a draft job description referred to in Clause 4.

6. The employer's representative shall be responsible for familiarising the employee employed at a given position with the approved job description of such position.

7. In the case of a job description update referred to in § 2(2), Clauses 4-6 shall apply.

§ 12. 1. Preparing the job description for a senior civil service position, except for the job description of the position of the director general of the office, shall be the responsibility of the employer's representative.

2. The description referred to in Clause 1 shall be approved by the employer's representative after consulting:

- 1) the person exercising essential supervision over the given position – in the case of a position where the person in charge of an organisational unit is employed;
- 2) the person in charge of the organisational unit – in the case of a position where the deputy of the person in charge of the organisational unit is employed.

3. The employer's representative shall be responsible

for familiarising the employee employed at a given position with the approved job description.

4. In the case of a job description update referred to in § 2(2), Clauses 2 and 3 shall apply.

§ 13. 1. Preparing job description of the position of the director general of the office shall be the responsibility of the head of the office.

2. The job description referred to in Clause 1 shall be approved by the head of the office in consultation with the Head of the Civil Service.

3. The head of the office shall be responsible for familiarising the director general of the office with the approved job description.

4. In the case of a job description update referred to in § 2(2), Clauses 2 and 3 shall apply.

§ 14. 1. Ministers shall supervise the preparation of job descriptions in subordinate and supervised offices, excluding central offices.

2. Voivodes and heads of central offices shall supervise the preparation of job descriptions in subordinate and supervised offices.

## Section 3

### Job evaluation of position other than the director general of the office

§ 15. 1. The employer's representative shall be responsible for conducting job evaluation, except for the position of the director general of the office, in an efficient and reliable manner.

2. The job evaluation of the position where employer's representative is employed, provided it is not a senior civil service position, shall be conducted in an efficient and reliable manner by the entity that established the employment relationship with the person employed at that position.

3. The provisions hereof shall be applied accordingly to the job evaluation of the position where the person referred to in Clause 2 is employed.

§ 16. 1. The internal team shall be composed of at least 5 members.

2. A member of the internal team may be:

- 1) a civil service corps member or
- 2) another person performing management functions at the office

– having adequate experience and knowledge on the functioning of the office and knowledge on the evaluation system used.

3. A person appointed by the Head of Civil Service, being a civil service corps member and having adequate experience and knowledge on the evaluation system used, may participate in the work of the internal team concerning the evaluation of a senior civil service position, enjoying the same competences as other members of such team.

4. An internal auditor or a person employed in an organisational unit responsible for internal audit may not be a member of the internal team.

5. The number of internal team members shall be established taking into account the number of civil service corps members employed at the given office.

6. The number of internal team members required to constitute a quorum necessary for the validity of a meeting may not be smaller than 4.

§ 17. 1. The employer's representative shall assign the chair of the internal team from among its members.

2. The chair of the internal team shall manage its work, in particular he/she:

- 1) shall call internal team meetings;
- 2) shall run internal team meetings;
- 3) may invite to internal team meetings:
  - a) persons whose experience and knowledge on the evaluated position may be useful in the work of the internal team,
  - b) persons supervising the evaluated position,
  - c) persons whose adequate experience and knowledge on job evaluation may be useful in the work of the internal team;
- 4) shall request persons supervising the given position to provide information and documents required for the work of the internal team.

3. The chair of the internal team may authorise a member of the internal team in writing to perform the tasks referred to in Clause 2.

§ 18. 1. Membership in the internal team shall cease as a result of:

- 1) dismissing a member of the internal team;
- 2) termination or expiry of the employment relationship;
- 3) transfer to another office.

2. If, as a result of a situation referred to in Clause 1, the number of internal team members is lower than the quorum, the employer's representative shall appoint a required number of new internal team members immediately.

§ 19. 1. If the information contained in the job description for a position other than a senior civil service position is found insufficient to conduct job evaluation, the internal team may decide to request:

- 1) the head of the organisational unit who supervises the given position to complete or modify the job description immediately as instructed by the internal team or to provide additional explanations;
- 2) persons whose experience and knowledge on the scope of the evaluated position may be useful in the work of the internal team – to provide explanations or information.

2. Persons referred to in Clause 1 shall not be involved

in job evaluation.

3. § 11(4)-(6) shall apply to a job description update or modification referred to in Clause 1(1).

§ 20. 1. If the information contained in the job description for a senior civil service position, except for the position of the director general of the office, is found insufficient to conduct job evaluation of that position, the internal team may decide to request:

- 1) the employer's representative to complete or modify the description immediately as instructed by the internal team or to provide additional explanations;
- 2) persons whose experience and knowledge on the scope of the evaluated position may be useful in the work of the internal team – to provide explanations or information.

2. Persons referred to in Clause 1 shall not be involved in job evaluation.

3. § 12(2) and (3) shall apply to a job description update or modification referred to in Clause 1(1).

§ 21. 1. Decisions of the internal team shall be made by means of consensus.

2. If no consensus can be reached, the chair of the internal team or, in case of his/her absence, a member of the internal team authorised by him/her in writing shall resolve to make a decision by majority of votes of internal team members present at the given meeting.

3. If the vote referred to in Clause 2 is indecisive, the final decision shall be made by the chair of the internal team or a member of the internal team authorised by him/her in writing.

§ 22. 1. A member of the internal team shall not take part in job evaluation if he/she:

- 1) is employed at this position;
- 2) supervises this position;
- 3) is subordinate to this position.

2. The member of the internal team referred to in Clause 1 shall be considered for determining the quorum.

§ 23. 1. In order to verify the job evaluation results, the chair of the internal team or an internal team member authorised by him/her in writing may decide that the internal team should evaluate selected positions using the paired comparison method.

2. The rules for job evaluation using the paired comparison method are specified in Appendix 5 hereto.

3. If the results of job evaluation conducted using the paired comparison method differ from the results of evaluation conducted using the analytical-point method, the chair of the internal team or an internal team member authorised by him/her in writing may decide that selected positions should be re-evaluated using the analytical-point method.

4. The positions to be re-evaluated using the analytical-point method shall be indicated by the chair of the internal

team or an internal team member authorised by him/her in writing.

§ 24. 1. Internal team meetings shall be minuted.

2. In particular, the minutes shall contain information on:

- 1) decisions taken;
- 2) persons invited to the meeting;
- 3) requests for information and documents;
- 4) excluding a member of the internal team as referred to in § 22(1).

3. The minutes shall be signed by all members of the internal team who participated in the internal team meeting.

4. If a member of the internal team does not agree with a decision of the chair of the internal team or a member of the internal team authorised by him/her in writing, he/she may submit a dissenting opinion with a written justification, which shall be appended to the minutes.

5. A template of the minutes referred to in Clause 1, in the case of job evaluation of a position other than a senior civil service position, is specified in Appendix 6 hereto.

6. A template of the minutes referred to in Clause 1, in the case of evaluating a senior civil service position, except for the position of the director general of the office, is specified in Appendix 7 hereto.

§ 25. 1. The result of job evaluation shall be approved by the employer's representative after consulting:

- 1) the person in charge of the organisational unit – in the case of a position other than a senior civil service position and in the case of the position of the deputy of a person in charge of an organisational unit;
- 2) the person exercising essential supervision over the given position – in the case of a position where a person in charge of an organisational unit is employed.

2. The employer's representative, having consulted the chair of the internal team, may change the job evaluation result prior to its approval.

3. In the case referred to in Clause 2, the employer's representative shall prepare a written justification of the decision on changing the job evaluation result, which he/she shall append to the minutes.

4. The job evaluation result approved by the employer's representative shall be immediately communicated to the employee employed at that position and to persons supervising that position.

§ 26. The number of points received as a result of job evaluation shall be the basis for classifying the position in the appropriate point range.

§ 27. 1. In the case of positions other than senior civil service positions, the employer's representative, having approved the job evaluation results, shall determine the number and scope of point ranges at the office, taking into account the following guidelines:

- 1) the number of point ranges may not be lower than 8 or

higher than 14;

- 2) the number of point ranges may be lower than 8 in the case of offices where the number of civil service corps members is not higher than 50;
- 3) the point ranges must not overlap;
- 4) the division into point ranges should allow clear determination of the position hierarchy at the office.

2. There shall be no need to re-determine the number and scope of point ranges referred to in Clause 1 for each subsequent job evaluation.

3. If subordinate offices have been established on the same legal basis and if they have positions responsible for the same tasks, the number and scope of point ranges may be determined and specified by the relevant head of the superior office, following the guidelines specified in Clause 1.

§ 28. The number and scope of point ranges for senior civil service positions is specified in Appendix 8 hereto.

§ 29. The results of assigning positions to point ranges shall be public.

§ 30. 1. A job evaluation result update, due to a change in the position scope or a decision of the employer's representative, shall be carried out immediately at the request of:

- 1) the person in charge of the organisational unit or the employer's representative – in the case of a position other than a senior civil service position;
- 2) the employer's representative – in the case of a senior civil service position, except for the position of the director general of the office.

2. The request referred to in Clause 1 shall be addressed to the chair of the internal team; a person in charge of an organisational unit shall submit such request through the employer's representative.

§ 31. 1. Ministers shall supervise the job evaluation process in subordinate and supervised offices, excluding central offices.

2. Voivodes and heads of central offices shall supervise the job evaluation process in subordinate and supervised offices.

#### Section 4

#### **Job evaluation of the position of the director general of the office**

§ 32. 1. The external team shall be responsible for evaluating the position of the director general of the office in an efficient and reliable manner.

2. The Chancellery of the Prime Minister shall provide assistance to the external team.

§ 33. 1. The external team shall be composed of at least 10 members.

2. A member of the external team may be:

- 1) a member of the civil service corps having adequate experience and knowledge on the functioning of the civil service, as well as knowledge on the job evaluation system used, or
- 2) a person who is not a member of the civil service corps, having adequate qualifications and experience which guarantee that the external team will conduct the evaluation in a correct manner.

3. The number of external team members required to constitute a quorum necessary for the validity of a meeting may not be smaller than 5.

§ 34. 1. The Head of Civil Service shall assign the chair of the external team from among the external team members.

2. The chair of the external team shall manage its work, in particular he/she:

- 1) shall call external team meetings;
- 2) shall run external team meetings;
- 3) may invite to external team meetings:
  - a) persons supervising the evaluated position,
  - b) persons whose experience and knowledge on the evaluated position or the job evaluation system used may be useful in the work of the external team;
- 4) shall request the employer's representative to provide information and documents necessary for the work of the external team.

3. The chair of the external team may authorise a member of the external team in writing to perform the tasks referred to in Clause 2.

§ 35. 1. Membership in the external team shall cease as a result of:

- 1) dismissing a member of the external team;
- 2) termination or expiry of the employment relationship in the civil service.

2. If, as a result of a situation referred to in Clause 1, the number of external team members is lower than the quorum, the Head of Civil Service shall appoint a required number of new external team members immediately.

§ 36. 1. If the information contained in the job description of the position of the director general of the office is found insufficient to conduct the job evaluation, the external team may decide to request:

- 1) the head of the office to complete or modify the description immediately as instructed by the external team;
- 2) persons whose experience and knowledge on the scope of the evaluated position may be useful in the work of the external team – to provide explanations or information.

2. Persons referred to in Clause 1 shall not be involved in job evaluation.

3. § 13(2) and (3) shall apply to completing or modifying the job description of the position of the director general of the office as referred to in Clause 1(1).

§ 37. 1. Decisions of the external team shall be made by means of consensus.

2. If no consensus can be reached, the chair of the external team or, in case of his/her absence, a member of the external team authorised by him/her in writing shall resolve to make a decision by majority of votes of external team members present at the given meeting.

3. If the vote referred to in Clause 2 is indecisive, the final decision shall be made by the chair of the external team or a member of the external team authorised by him/her in writing.

§ 38. 1. A member of the external team shall not take part in job evaluation if he/she:

- 1) is employed at this position;
- 2) supervises this position;
- 3) is subordinate to this position.

2. The member of the external team referred to in Clause 1 shall be considered for determining the quorum.

§ 39. 1. External team meetings shall be minuted.

2. In particular, the minutes shall contain information on:

- 1) decisions taken;
- 2) persons invited to the meeting;
- 3) requests for information and documents;
- 4) excluding a member of the external team as referred to in § 38(1).

3. The minutes shall be signed by all members of the external team who participated in the external team meeting.

4. If a member of the external team does not agree with a decision of the chair of the external team or a member of the external team authorised by him/her in writing, he/she may submit a dissenting opinion with a written justification, which shall be appended to the minutes.

5. A template of the minutes referred to in Clause 1 is specified in Appendix 9 hereto.

§ 40. 1. The result of the job evaluation of the position of the director general of the office shall be approved by the external team in consultation with the head of the office.

2. The result of the job evaluation of the position of the director general of the office, for which no agreement of the head of the office has been obtained, as required by Clause 1, shall be approved by the Head of Civil Service.

3. The approved result of the job evaluation of the position of the director general of the office shall be provided immediately to the head of the office by the chair of the external team.

4. The head of the office shall immediately communicate the received result referred to in Clause 3 to

the person employed at the position of the director general of the office.

§ 41. The number of points received as a result of job evaluation shall be the basis for classifying the position of the director general of the office in the appropriate point range referred to in § 28.

§ 42. An update of the job evaluation of the position of the director general of the office, due to a change in the position scope or a decision of the employer's representative, shall be carried out immediately at the request of the employer's representative, submitted through the Head of Civil Service to the chair of the external team or at the request of the Head of Civil Service.

§ 43. The Head of Civil Service shall supervise the process of job evaluation of the positions of directors general of offices.

## Section 5

### Transitional and final provisions

§ 44. 1. The entry into force of this Ordinance shall not necessitate preparing new job descriptions and re-evaluating positions other than senior civil service positions, for which those activities have been completed before the entry into force of this Ordinance.

2. In the situation referred to in Clause 1, the employer's representative may decide to redescribe and re-evaluating positions other than senior civil service positions.

§ 45. 1. In offices where, prior to this Ordinance coming into force, job evaluation has been conducted for positions other than senior civil service positions, based on mandatory and additional requirements, those positions shall be re-evaluated based solely on the mandatory requirements within 12 months from this Ordinance coming into force.

2. In the situation referred to in Clause 1, the internal team may in justified cases take the additional requirements into account, provided that the team justifies the decision to take such requirements into account in writing.

§ 46. As of the entry into force of this Ordinance, the job evaluation teams existing in offices shall be transformed into internal teams.

§ 47. 1. For job description and job evaluation of positions other than senior civil service positions, which has been commenced but not completed before the entry into force of this Ordinance, the previously applicable regulations shall apply.

2. The commencement of job description and job evaluation of a position other than a senior civil service position, referred to in Clause 1, shall be understood as submitting a draft description of such position by the person supervising such position for approval by the employer's representative or a person authorised by him.

§ 48. Preparing job descriptions and job evaluation of senior civil service positions at the office, except for the position of the director general of the office, shall be performed immediately after the approval of the result of the job evaluation of the position of the director general of that office.

§ 49. The Ordinance shall enter into force 14 days after its publication.<sup>1)</sup>

Prime Minister: *D. Tusk*

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<sup>1)</sup> This Ordinance has been preceded by Ordinance No 81 of the Prime Minister of 1 August 2007 on the rules of preparing job descriptions of and job evaluation of civil service positions (references of the Official Journal of the Republic of Poland: M. P. Nr 48, poz. 566 and of 2008 Nr 15, poz. 163), which shall expire as of the date of this Ordinance coming into force, pursuant to Article 207(2) of the Civil Service Act of 21 November 2008 (references of the Polish Journal of Laws: Dz. U. Nr 227, poz. 1505 and of 2009 Nr 157, poz. 1241 and Nr 219, poz. 1706).

TEMPLATE
JOB DESCRIPTION
OF OTHER THAN A SENIOR CIVIL SERVICE POSITION

Table with 5 rows for office details (Office Name, Organisational Unit, Position Name, Responsible For, Position Symbol) and 3 rows for location details (Indirect superior position, Direct superior position, Number of subordinates).

Signature and approval section containing rows 3.1 (Head of unit), 3.2 (Person approving), and 3.3 (Person employed), followed by section 4 (Purpose of the position).

5. MAIN TASKS PERFORMED AT THE POSITION

(please specify no more than 8 tasks, formulated so as to present the role of the position)

Task 1: .....
.....
.....





**11. REQUIRED COMPETENCES AND PROFESSIONAL EXPERIENCE**

COMPETENCES	MANDATORY REQUIREMENTS		ADDITIONAL REQUIREMENTS	
Education				
Training				
Special qualifications				
Knowledge of foreign languages	Foreign language: 1. ....	Level: .....	Foreign language: 1. ....	Level: .....
Other competences, knowledge or skills				
PROFESSIONAL EXPERIENCE	MANDATORY REQUIREMENTS		ADDITIONAL REQUIREMENTS	
Duration in months or years				
Type of experience				

**Explanations**

to the template of the job description of a position other than a senior civil service position

**Re 1.3. POSITION NAME**

Please provide the name of the position in accordance with regulations specifying senior positions, required professional qualifications, official ranks of civil service officials, multipliers for remuneration determination and detailed rules of determining and paying out other benefits due to civil service corps members.

**Re 1.4. RESPONSIBLE FOR**

Filling in this field is optional. If the position name indicated in item 1.3. is sufficient and provides its full functional description (e.g. "chief accountant"), the "responsible for" extension should not be indicated.

**Re 1.5. POSITION SYMBOL**

For example an abbreviation of the organisational unit of the office and subsequent position number.

**Re 5. MAIN TASKS PERFORMED AT THE POSITION**

The tasks should be Ordinated by frequency of their performance. The three most frequently performed tasks should be considered prevailing tasks. The remaining tasks are ancillary tasks.

**The description of each task should be concise and contain:  
a verb indicating what needs to be done + an indication of the object of the performed task + a short description of the purpose of the activity, e.g. posts + financial operations + to provide up-to-date and precise financial information.**

**Re 6. AUTHORISATIONS AND POWERS OF ATTORNEY**

This item includes a list of authorisations and powers of attorney. Please choose and check those authorisations and powers of attorney which are assigned to the given position. Remember that there are no restrictions as to the number of authorisations and powers of attorney. If the position is assigned other authorisations and powers of attorney than those indicated in the list, please check the "other" option and specify them.

**Re 7. COMPLEXITY AND CREATIVITY**

Using the supporting questions below, briefly describe (providing appropriate examples) the level of work complexity and to what extent creativity is required at the described position:

- Do regulations and procedures specify the manner and method of activity in detail?
- Is there only one procedure in place for each task performed?
- Are the existing procedures/regulations unambiguous or do they need to be interpreted?
- Do the tasks involve making discretionary decisions?
- Do unprecedented situations occur frequently?
- Do the tasks require taking action where no relevant regulations/procedures are available?
- Do the tasks require creating completely new procedures or improving the existing ones?

**Re 8. REQUIRED INDEPENDENCE AND INITIATIVE**

Briefly specify the level of the direct supervisor's interference in solving problems following from the tasks performed.

**Re 9. EXTERNAL CONTACTS**

Provide only contacts with persons from outside the given office, Ordinance by their frequency. The description should also include the subjective scope of the contacts (with whom?) and their purpose (what for?).

**Re 10. FACTORS PARTICULARLY HINDERING WORK**

Enumerate factors hindering work at the position, other than factors occurring in typical senior positions. For example, such factors as work in front of a screen or a large number of telephone calls are not considered factors hindering work.

**Re 11. REQUIRED COMPETENCES AND PROFESSIONAL EXPERIENCE**

Mandatory requirements are minimum requirements necessary to take up work at the given position and ensuring correct performance of tasks at that position.

Mandatory and additional requirements are requirements necessary for optimum performance of tasks at the given position.

The education specialisation should be indicated only if specific specialised education is necessary to correctly perform the tasks at the described position. It is possible to specify the education specialisation for the given position, but the level of education must not be increased – it has to be consistent with the level and specialisation indicated for the given position in regulations specifying senior positions, required professional qualifications, official ranks of civil service officials, multipliers for remuneration determination and detailed rules of determining and paying out other benefits due to civil service corps members.

The level of knowledge of foreign languages may be specified as follows:

- in accordance with the Common European Framework of Reference for Languages (e.g. B1, C2),
- by indicating what language skills are required at the described position (e.g. command of language which enables reading and understanding literature on the subject),
- descriptively (e.g. conversational, very good, fluent).

Minimum professional experience necessary for correct performance at the given position should be specified.

When specifying professional experience, indicate what kind of experience is required at the given position, e.g.:

- work experience,
- work experience in administration,
- work experience in a specific field (specify the field),
- experience in managing projects or a team.

*TEMPLATE*  
**JOB DESCRIPTION  
 OF A SENIOR CIVIL SERVICE POSITION**

**A. POSITION SPECIFICATION**

1.	<b>OFFICE NAME</b>	
2.	<b>NAME OF THE ORGANISATIONAL UNIT OF THE OFFICE</b>	
3.	<b>POSITION NAME</b>	
4.	<b>POSITION SYMBOL</b>	

<b>5. LOCATION OF THE POSITION IN THE ORGANISATIONAL STRUCTURE OF THE OFFICE</b>	
<b>5.1. SUPERIOR POSITIONS:</b>	
INDIRECTLY	
DIRECTLY	
<b>5.2. FORMALLY SUBORDINATE POSITIONS</b> (all employees should be taken into account, not just civil service corps members)	
NUMBER OF SUBORDINATE TEAMS (EMPLOYEES) (please choose one range from the list and check it)	<input type="checkbox"/> <b>no permanent employee management</b> – manages employees only when substituting for a head of an organisational unit or coordinating projects <input type="checkbox"/> manages – only directly – <b>no more than 12 employees</b> <input type="checkbox"/> manages <b>no more than 3 teams</b> with subordinate lower-level managers, or manages directly <b>at least 13 employees</b> <input type="checkbox"/> manages <b>4-8 teams</b> with subordinate managers <input type="checkbox"/> manages <b>more than 8 teams</b> with subordinate managers or <b>manages an office with up to 200 employees</b> <input type="checkbox"/> manages an office with <b>more than 200 but no more than 600 employees</b> <input type="checkbox"/> manages an office with <b>more than 600 but no more than 1000 employees</b> <input type="checkbox"/> manages an office with <b>more than 1000 employees</b>

<b>6.1.</b>	<b>Person approving the job description:</b>	<b>I approve the job description</b>	
	..... (full name)	..... (date)	..... (signature)
<b>6.2.</b>	<b>Person approving/issuing opinion on* the job description:</b>	<b>I approve/issue a (positive/negative) opinion on* the job description</b>	
	..... (full name)	..... (date)	..... (signature)
<b>6.3.</b>	<b>Person employed at the position described: I have familiarised myself with the job description</b>		
	..... (full name)	..... (date)	..... (signature)

\* Delete as appropriate

**B. PURPOSE OF THE POSITION**

(write no more than 3 sentences, without providing the legal basis)

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**C. KEY AREAS OF RESPONSIBILITY – SCOPE OF DUTIES**

<b>1.</b>	<b>STAFF MANAGEMENT</b>
<b>2.</b>	<b>FINANCIAL MANAGEMENT</b>
<b>3.</b>	<b>REPRESENTATION / EXTERNAL CONTACTS</b>
<b>4.</b>	
<b>5.</b>	
<b>6.</b>	
<b>7.</b>	
<b>8.</b>	

**D. REQUIRED COMPETENCES AND PROFESSIONAL EXPERIENCE**

		MANDATORY	DESIRED
1.	EDUCATION		
2.	YEARS OF WORK		
3.	FORMAL QUALIFICATIONS		
4.	FOREIGN LANGUAGES		
5.	KNOWLEDGE AND SKILLS		
6.	MANAGEMENT COMPETENCES		

**Explanations  
to the template of a description of a senior civil service position**

**Re A. item 3. POSITION NAME**

Please provide the name of the position in accordance with provisions specifying senior positions, required professional qualifications, official ranks of civil service officials, multipliers for remuneration determination and detailed rules of determining and paying out other benefits due to civil service corps members.

**Re A. item 4. POSITION SYMBOL**

Each senior civil service position should be assigned a symbol in accordance with the following formula:

*abbreviation of the office name/abbreviation of the position type (DG, D, ZD, WLW, ZWLW)/abbreviation of the organisational unit name (to be decided independently by the office)/consecutive number*

where:

- **DG** means the position of the director general of the office,
- **D** means the position of a director of an organisational unit,
- **ZD** means the position of a deputy director of an organisational unit (*zastępca dyrektora*),
- **WLW** means the position of a voivodeship veterinary officer (*wojewódzki lekarz weterynarii*),
- **ZWLW** means the position of a deputy voivodeship veterinary officer (*zastępca wojewódzkiego lekarza weterynarii*).

**Re A. item 6.1. JOB DESCRIPTION APPROVAL**

In the case of the position of the **director general of the office**, this field is filled in by the employer's representative for the person employed at this position (by the head of the office).

In the case of the position of a **head of an organisational unit** and the position of a **deputy head of an organisational unit**, this field is filled in by the employer's representative (director general of the office or head of the office in offices where no position of director general of the office is established).

**Re A. item 6.2. JOB DESCRIPTION APPROVAL/OPINION**

In the case of the position of the **director general of the office**, this field is filled in by the Head of the Civil Service – the words “issuing opinion on” and “issue a (positive/negative) opinion on” should be deleted.

In the case of the position of a **head of an organisational unit**, this field should be filled in by the person exercising technical supervision over the given position (e.g. head of the office, secretary of state, under-secretary of state, deputy voivode, president of the office) – the words “approving” and “approve”, as well as the unchosen option concerning the opinion (“positive” or “negative”) should be deleted. If the technical supervision is exercised by the person indicated in item 6.1., this field should be left blank.

In the case of the position of a **deputy head of an organisational unit**, this field should be filled in by the head of the organisational unit – the words “approving” and “approve”, as well as the unchosen option concerning the opinion (“positive” or “negative”) should be deleted.

**Re B. PURPOSE OF THE POSITION**

When specifying the purpose of the position, do not enumerate responsibility areas or detailed tasks assigned to that position. Define in a few sentences (no more than 3) the mission of the given position.

**Re C. KEY AREAS OF RESPONSIBILITY – SCOPE OF DUTIES**

The tasks assigned to the position within individual responsibility areas should be described in general terms.

The description of each area of responsibility should include, among other things, the number and type of authorisations and powers of attorney.

**Re C. item 1. STAFF MANAGEMENT**

Please indicate the scope of decision-making influence on the type of tasks performed. Another issue is direct management of specific employees and the scope of influence on personnel decisions.

The number of teams managed (including teams from outside the organisational unit) may be indicated, provided, however, that this management (supervision) has a repetitive or permanent nature rather than occurring on a one-off or occasional basis.

**Re C. item 2. FINANCIAL MANAGEMENT**

Please indicate the authorisations and powers of attorney to incur liabilities and dispose of public funds and the approximate amount of funds to be disposed of within a year that the person at the given position is formally in charge of. The description of this area should include, among other things, the following activities:

- collecting public law receivables,
- spending public funds,
- remitting public law receivables and civil law receivables,
- acting in the capacity and exercising the decision-making powers of the contracting authority head in a public procurement procedure,
- changing the financial plan.

The type of responsibility for managing public funds assigned to the given position should also be described.

**Re C. item 3. REPRESENTATION / EXTERNAL CONTACTS**

The frequency and type of contacts should be indicated.

**Re C. items 4-8**

Apart from the 3 key listed areas of responsibility, it is possible to indicate up to 5 more other areas of responsibility (tasks). When choosing and specifying the remaining areas of responsibility (tasks), it is required to list those most relevant to the position in question, taking into account its specific nature.

It is also advisable to Ordinance consecutive tasks by their importance (relevance) and labour intensity.

Each of these additional areas of responsibility (tasks) should be given a title and its scope should be described. Do not list activities performed within the given area of responsibility (task), such as concluding contracts of employment, signing certificates of employment, appointing tender committees.

**Re D.****EDUCATION**

Please specify the type of education and the professional degree required for the position.

**YEARS OF WORK**

Please indicate the number of years of experience and, optionally, the area of experience required at the given position.

**FORMAL QUALIFICATIONS**

Please indicate all formal qualifications necessary to perform work at the position.

**FOREIGN LANGUAGES**

The level of knowledge of foreign languages may be specified as follows:

- in accordance with the Common European Framework of Reference for Languages (e.g. B1, C2),
- by indicating what language skills are required at the described position (e.g. command of language which enables reading and understanding literature on the subject),
- descriptively (e.g. conversational, very good, fluent).

**KNOWLEDGE AND SKILLS**

In particular, please specify knowledge and skills required at the position.

**MANAGEMENT COMPETENCES**

Management competences may be specified, for example, by enumerating specific competences, e.g.:

- decision-making skills,
- strategic planning and thinking,
- creativity.

## Appendix 3

## JOB DESCRIPTION OF THE ANALYTICAL-POINT METHOD AND THE POINT VALUES FOR DETAILED CRITERIA AND EXTRA POINTS FOR A POSITION OTHER THAN A SENIOR CIVIL SERVICE POSITION

Each level of detailed criteria should be treated as the minimum requirement ensuring correct performance at the evaluated position.

## I. COMPETENCES

1. Detailed criterion: education		
	Levels	Points
<b>A</b>	<b>SECONDARY:</b> Secondary school	<b>12</b>
<b>B</b>	<b>SECONDARY SPECIALISED:</b> Secondary school with a specific specialisation	<b>24</b>
<b>C</b>	<b>HIGHER:</b> Higher education school (bachelor's, engineer's or master's degree) without any specific specialisation	<b>40</b>
<b>D</b>	<b>HIGHER SPECIALISED:</b> Higher education school with a specific specialisation or Higher education school without a specific specialisation and a specialised post-graduate course	<b>61</b>
<b>E</b>	<b>ACADEMIC BACKGROUND:</b> Higher education school and a PhD degree, habilitated doctor ( <i>doktor habilitowany</i> ) degree or professor title in a field concurrent with the position. Systemic knowledge and thorough knowledge of theoretical issues is required. or Higher education school and specialist qualifications required (for formal and legal reasons) to perform work at the given position	<b>86</b>

2. Detailed criterion: knowledge of foreign languages <sup>1</sup>		
	Levels	Points
<b>0</b>	<b>No knowledge of foreign languages</b>	<b>0</b>
<b>A</b>	Conversational level in one foreign language	<b>4</b>
<b>B</b>	Very good <sup>2</sup> knowledge of one foreign language or Conversational level in at least two foreign languages	<b>11</b>
<b>C</b>	Very good knowledge of at least two foreign languages	<b>22</b>

<sup>1</sup> Points for the knowledge of foreign languages are awarded if the knowledge of the language does not result from the educational requirements.

Example: a given position requires employing a graduate of English language studies (then no points are awarded for the English language but they can be awarded for the need to know other foreign languages, e.g. French).

<sup>2</sup> Enables writing letters, understanding specialist texts and making utterances on topics related to the work performed (at least the B2 level according to the Common European Framework of Reference for Languages).

3. Detailed criterion: professional experience		
Levels		Points
<b>A</b>	<b>SHORT TRAINING:</b> No professional experience; correct performance of duties possible after a short (up to 0.5 years) on-the-job training	<b>3</b>
<b>B</b>	<b>LITTLE EXPERIENCE IN ADMINISTRATION:</b> Professional experience of <u>more than 0.5 years</u> in administration or office work	<b>9</b>
<b>C</b>	<b>ADMINISTRATIVE EXPERIENCE:</b> Professional experience of <u>more than 1.5 years in administration</u> or <u>up to 1 year's experience in the field</u>	<b>17</b>
<b>D</b>	<b>EXPERIENCE IN THE FIELD:</b> Professional experience of <u>more than 1 year in the field</u> or <u>more than 4 years in administration</u>	<b>30</b>
<b>E</b>	<b>SIGNIFICANT EXPERIENCE IN THE FIELD OR IN PROJECT MANAGEMENT:</b> Professional experience of <u>more than 3 years in the field</u> or <u>at least 1 year's experience in project management</u> (if it involved coordinating tasks performed by different employees)	<b>44</b>
<b>F</b>	<b>LARGE PROFESSIONAL EXPERIENCE:</b> Professional experience of <u>more than 5 years in the field</u> or <u>at least 1 year's experience in managing a team</u>	<b>67</b>

4. Detailed criterion: interpersonal skills		
Levels <sup>3</sup>		Points
<b>A</b>	<b>BASIC:</b> Politeness and civility are required	<b>5</b>
<b>B</b>	<b>COMMUNICATION SKILLS:</b> Openness towards clients and ability to convey information in a clear, precise and concise manner is required. or <u>Ability to work in a team:</u> Cooperation with other employees, sharing knowledge and information. Making constructive proposals streamlining the work of the team. The employee at the given position should perceive differences of opinion, discuss problems and try to resolve conflicts	<b>14</b>
<b>C</b>	<b>ARGUMENTATION SKILLS:</b> Assertiveness and persuasion skills are required. Ability to consult others on delicate topics may be required. <u>This also relates to the ability of managing a team</u> (including: resolving conflicts in the team, motivating employees)	<b>24</b>
<b>D</b>	<b>NEGOTIATION SKILLS:</b> Negotiation skills <sup>4</sup> are required for correct performance at the position	<b>38</b>

<sup>3</sup> Each consecutive level is an extension of the previous one, i.e. contains the features listed in the previous point.

<sup>4</sup> Negotiations are a sequence of moves (offers and concessions) of two parties aimed at reaching a common position starting from a point of diverging interests. They consist in persuading each other to modify the initial offers/positions. Persons conducting negotiations have a certain decision margin, i.e. they can decide on choosing a concrete solution without the need to turn to their supervisors.

**II. NATURE OF THE POSITION**

<b>1. Detailed criterion: role of the position in the organisation</b> (independence of the position/initiative, level of specialisation)		
<b>Levels<sup>5</sup></b>		<b>Points</b>
<b>A</b>	<b>SUPERVISED POSITION:</b> Performs tasks following clear instructions. In case of any problems turns to his manager or supervisor. Takes some decisions concerning his position. To some extent, chooses the means of work and the manner of completing or performing a specific task/process. The employee's work is constantly monitored by the supervisor or a more experienced employee	<b>6</b>
<b>B</b>	<b>ASSISTANT:</b> Performs tasks following clear instructions. In case of complicated issues turns to his supervisor. Performs the basic tasks involved in the position on his own. Takes decisions only with respect to his position. His work is periodically checked by the supervisor	<b>19</b>
<b>C</b>	<b>SPECIALIST:</b> Performs tasks independently. Turns to the supervisor only in unprecedented situations. Takes decisions concerning his position and may take decisions within a team cooperating with him. Receives instructions and information concerning work goals, but is free to choose the means of work and the manner of completing a task or conducting a specific process. Is independent with respect to work at his position.	<b>31</b>
<b>D</b>	<b>EXPERT:</b> The employee proposes solutions of unprecedented situations (untypical, non-standard problems) to his supervisors. Most frequently, the position is specialised in one main field and is a source of expertise for other members of the team. Work at this position requires solving problems independently and creating new concepts for performing work or completing tasks. May exercise technical supervision over activities performed.	<b>44</b>
<b>E</b>	<b>EXPERIENCED EXPERT:</b> The employee establishes his own plan and priorities. His duties include advising/assisting other employees in problem solving. Designs and streamlines procedures/systems and solves very complex and responsible problems independently. May coordinate complex enterprises. Full knowledge in the specialisation field and good knowledge of related fields is required. May perform technical supervision of activities performed.	<b>56</b>

<sup>5</sup> Positions involving team management should be evaluated at least on the D level.

2. Detailed criterion: task complexity and creativity		
	Levels	Points
<b>A</b>	<b>ROUTINE:</b> Repetitive or routine duties which require simple, uncomplicated procedures (often 1 procedure) connected with the performance of one or more tasks. When performing his tasks, the employee may encounter familiar and well defined problems. The manner of solving them follows from the procedure. All information concerning the problem and its solution are available	<b>5</b>
<b>B</b>	<b>WORK WITHIN THE FRAMEWORK OF PROCEDURES:</b> Regulations clearly specify the mode of action. Tasks require choosing an appropriate procedure (mode of action), but the choice criteria are clearly defined. The duties require using only a small amount of own judgment or creative thinking	<b>10</b>
<b>C</b>	<b>CREATIVITY WITHIN THE FRAMEWORK OF PROCEDURES:</b> Tasks at the given position require choosing one of several available procedures/solutions and choosing the best one depends on the employee's judgment. It is necessary to adapt actions to changing circumstances	<b>20</b>
<b>D</b>	<b>CREATIVITY – IMPROVING PROCEDURES/RULES:</b> The position requires taking independent decisions on the manner of performing tasks based on a clearly defined goal. The tasks involve proposing modifications of existing procedures / rules / regulations and assessing the benefits and risks of the proposed changes. The tasks require cooperation (e.g. issuing opinions) in creating new procedures, rules, solutions, specifying the manners of their performance and planning their implementation.	<b>30</b>
<b>E</b>	<b>CREATIVITY – CREATING NEW RULES OF CONDUCT:</b> The position requires creating new solutions/policy in the given field of state's activity or charting new rules of conduct	<b>45</b>

3. Detailed criterion: planning horizon		
	Levels	Points
<b>A</b>	<b>REACTIVE:</b> Activity planning, if any, usually covers the horizon of up to 1 month. Reactive activity – as needs arise (mainly decisions concerning current tasks)	<b>3</b>
<b>B</b>	<b>SHORT TERM:</b> Activity planning covers the horizon of 1 month to a quarter	<b>9</b>
<b>C</b>	<b>MEDIUM TERM:</b> Activity planning usually covers the horizon of up to 1 year	<b>15</b>
<b>D</b>	<b>LONG TERM:</b> Activity planning may cover the horizon exceeding 1 year	<b>21</b>

4. Detailed criterion: factors particularly hindering work <sup>6</sup>		
	Factor name	Points
<b>A</b>	Physical effort	<b>1</b>
<b>B</b>	Work in the field	<b>3</b>
<b>C</b>	Work in particularly difficult environmental conditions (e.g. work in a laboratory, mine)	<b>10</b>
<b>D</b>	Untypical hours of work (including work on duty)	<b>5</b>
<b>E</b>	Travel on official business in Poland and abroad	<b>3</b>
<b>F</b>	Risk of pressure from criminal groups	<b>8</b>
<b>G</b>	Risk of corruption	<b>8</b>
<b>H</b>	Providing services to external customers (from outside administration, e.g. citizens, companies, etc.) on a permanent basis or conducting inspections in other offices	<b>7</b>
<b>I</b>	Frequently representing the office outside (provided factor H has not been chosen)	<b>3</b>

<sup>6</sup> No more than four factors can be chosen. If a larger number of factors applies, please choose the four most important ones for the given position.

**III. RESPONSIBILITY**

<b>1. Detailed criterion: responsibility for performing tasks by colleagues or subordinates</b>					
<b>Levels</b>		<b>Number of subordinate or coordinated employees</b>			
		<b>W</b>	<b>X</b>	<b>Y</b>	<b>Z</b>
		Directly manages or coordinates work of up to 4 employees	Directly manages or coordinates work of 5 to 9 employees	Directly manages or coordinates work of at least 10 employees	Is a direct supervisor of persons managing work of other employees
<b>A</b>	<b>NONE:</b> No responsibility for employees/no temporary or permanent coordination of tasks or employees	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>B</b>	<b>TASK COORDINATION:</b> The tasks performed result in temporary or permanent coordination of work performed by other persons to achieve the set goal. There is no formal supervision over those persons (e.g. they work in other organisational units of the office) – tasks are not assigned to particular employees at that position	<b>10</b>	<b>10</b>	<b>10</b>	<b>0</b>
<b>C</b>	<b>EMPLOYEE COORDINATION:</b> Temporarily or permanently coordinates the work of other employees. The coordination mainly involves distributing tasks and monitoring their performance. There is no full official subordination. Not all executive authorities in relation to positions are exercised at that position (e.g. the employee has no right to conduct periodic appraisal, plan trainings, etc.)	<b>19</b>	<b>25</b>	<b>31</b>	<b>0</b>
<b>D</b>	<b>MANAGING:</b> Managing (full responsibility for subordinates, including their appraisal) employees performing administrative tasks or routine tasks in the given area	<b>25</b>	<b>31</b>	<b>36</b>	<b>48</b>
<b>E</b>	<b>MANAGING EXPERTS:</b> Managing (full responsibility for subordinates, including their appraisal) employees performing complicated, expert tasks (specialists or experts account for at least 50% of the team members)	<b>38</b>	<b>48</b>	<b>58</b>	<b>77</b>
<b>F</b>	<b>MANAGING AN INTERDISCIPLINARY TEAM:</b> Managing (full responsibility for subordinates, including their appraisal) employees performing very complicated, interdisciplinary tasks (from many fields), requiring significant knowledge and experience	<b>48</b>	<b>58</b>	<b>67</b>	<b>96</b>

2. Detailed criterion: influence of the position on decisions						
		Type of influence of the position on decisions <sup>7</sup>				
		W	X	Y	Z	
<b>Levels</b>		<b>SUPPORTIVE:</b> Performs simple tasks, such as collecting information, conducting a non-complex analysis of information. The tasks are the basis for decisions made by other people. Supportive influence also includes participation in preparing strictly formal, routine, non-discretionary decisions which do not require conducting complex analyses	<b>ADVISORY – CO-RESPONSIBLE:</b> The position has a considerable influence on preparing decisions. Advisory influence involves providing highly specialised advisory and opinion-giving assistance in a given field	<b>FUNDAMENTAL:</b> The position is responsible for the entire process of preparing decisions or for a key part thereof, and sometimes involves coordinating the work of other persons involved. That position may not involve coordinating work of others, but involve responsibility for preparing the entire decision independently. Fundamental influence involves actual rather than just formal responsibility (what matters more is the fact that the employee is responsible for the entire decision preparation process rather than that he has a formal signatory authorisation)	<b>ULTIMATE/ GLOBAL:</b> The position <u>supervises</u> : - one or more decision preparation processes, - the key part of one or more decision preparation processes. Usually it is a position managing work of other employees. The decision being prepared requires the employee's approval or the work involves exclusive formal responsibility for a large area of the office's activity (both the activity as defined in the by-laws and ensuring the functioning as an organisation). The responsibility and autonomy of the position follows from legal regulations <sup>8</sup>	
<b>A</b>	<b>INSIDE ORGANISATION:</b> Influence on ensuring efficient functioning of the office as an organisation	<b>3</b>	<b>13</b>	<b>26</b>	<b>39</b>	
<b>B</b>	<b>OTHER OFFICES:</b> Influence on individual decisions concerning other offices	<b>3</b>	<b>18</b>	<b>31</b>	<b>44</b>	
<b>C</b>	<b>ADMINISTRATION CLIENTS:</b> Influence on decisions aimed at issuing individual decisions with minor impact (single entities, small effects, e.g. economic/financial)	<b>6</b>	<b>20</b>	<b>33</b>	<b>46</b>	

<sup>7</sup> The type of influence is dependent on the role of the position in issuing decisions by the office/body. A decision is understood broadly as each type of "product" received by a broadly defined external customer (from outside the office) as a result of the work of the office. Making a decision refers to a very wide category of matters: from administrative decisions to decisions on spending funds, preparation of draft legal acts, creating strategic documents, preparing inspection reports, etc.

<sup>8</sup> Examples:

- 1) position responsible for coordinating internal audit (exclusive responsibility for auditing risk and financial processes)
- 2) chief accountant (responsibility for the correctness of financial operations);
- 3) position responsible for compliance with health and safety regulations;
- 4) head of a tax office.

<b>D</b>	<b>MAJOR DECISIONS:</b> Influence on a process which results in issuing major decisions, having impact on external entities (individual decisions concerning single institutional entities and producing significant economic effects, groups of institutional entities or many citizens)	<b>6</b>	<b>26</b>	<b>38</b>	<b>58</b>
<b>E</b>	<b>STATE POLICY / GENERAL SOLUTIONS:</b> Influence on a process resulting in the creation of solutions of general scope <sup>9</sup> (e.g. state policy in a specific area)	<b>6</b>	<b>32</b>	<b>45</b>	<b>64</b>

<b>ADDITIONAL POINTS: Authorisations and powers of attorney</b>		
<b>Levels</b>		<b>Points</b>
<b>N</b>	<b>NONE:</b> The position has no authorisations or powers of attorney specified in the job description	<b>0</b>
<b>Y</b>	<b>HAS AUTHORISATIONS OR POWERS OF ATTORNEY:</b> The position has at least 1 authorisation or power of attorney from among those specified in the job description. If the option "other" is checked, the decision concerning the awarding of points for having an authorisation or power of attorney is made by the internal team	<b>20</b>

<sup>9</sup> Including on decisions relating to the rules of functioning of administration.

**JOB DESCRIPTION OF THE ANALYTICAL-POINT METHOD AND POINT VALUES  
FOR DETAILED CRITERIA FOR SENIOR CIVIL SERVICE POSITIONS**

For each of the six criteria only one level specifying the minimum requirement ensuring correct performance at the evaluated position can be selected.

By choosing the appropriate point value for each criterion, it is necessary to take into account the most demanding area of responsibility (task) from among all areas of responsibility (tasks) assigned to the given position.

**I. QUALIFICATIONS (KNOWLEDGE AND EXPERIENCE)**

The required scope of expertise and skills and the duration and nature of professional experience ensuring appropriate preparation for fulfilling the given role.

DURATION AND NATURE OF EXPERIENCE		requirements in accordance with the statutory minimum (possible lack of experience in a management position)	professional experience in managing a team (of at least several members) required	experience in managing a complex, multi-team part of an office or organisation required	experience in managing whole offices or organisations required	
		A	B	C	D	
SCOPE OF SUBJECT-MATTER KNOWLEDGE	<b>HIGHER EDUCATION (Master's degree or equivalent)</b> any specialisation	1	30	80	120	180
	<b>SPECIALIST PROFESSIONAL KNOWLEDGE</b> gained through education and/or professional practice – in one area of specialisation, concurrent with the description of the managed structure	2	60	120	170	240
	<b>EXPERT PROFESSIONAL KNOWLEDGE</b> gained through education and/or professional practice in several different areas of subject-matter specialisation, or professional qualifications required	3	100	150	240	300

## II. ROLE OF THE POSITION AND SCOPE OF DECISION-MAKING INFLUENCE

The role in implementing or developing strategies or policies and the scope of their influence, including:

- technical financial responsibility for disposing of financial means (does not have to be tantamount to formal financial responsibility),
- supervision over external institutions.

Levels		STRATEGIES / INTERNAL POLICIES regulate the functioning of the organisation and subject-matter issues related to the internal functioning of the office	STRATEGIES / EXTERNAL POLICIES regulate subject-matter issues directed outwards and related to the competence of the given office (including supervision over external institutions)	
			LOCAL / REGIONAL	NATIONAL / INTERNATIONAL
		A	B	C
<b>EXECUTIVE ROLE</b> implements (executes) strategies, policies established by other positions, exercises supervision, issues decisions	1	100	180	300
<b>ADVISORY ROLE</b> consults, advises other positions on creating strategies, policies	2	160	240	360
<b>AUTHOR / CO-AUTHOR ROLE</b> creates, prepares strategies, policies	3	240	320	440

## III. STAFF MANAGEMENT

The complexity of management of subordinate employees, taking into account their number and the scale of the structure managed. All employees should be taken into account, not just civil service corps members.

Levels		Points
1	No permanent employee management – manages employees only when substituting for a head of an organisational unit or coordinating projects	0
2	Manages – only directly – no more than 12 employees	60
3	Manages no more than 3 teams with subordinate lower-level managers, or manages directly <b>at least 13 employees</b>	120
4	Manages 4-8 teams with subordinate managers	160
5	Manages more than 8 teams with subordinate managers or manages an office with up to 200 employees	220
6	Manages an office with more than 200 but no more than 600 employees	280
7	Manages an office with more than 600 but no more than 1000 employees	340
8	Manages an office with more than 1000 employees	400

**IV. SOLVING PROBLEMS**

Reasoning – mental activity process – necessary for optimum performance of tasks at the given position.

Levels		Points
<b>1</b>	<b>ANALYTICAL APPROACH</b> Taking decisions and solving problems in concrete non-standard, but not complex, situations, using analytical skills; requires creativity, innovation, flexibility	<b>120</b>
<b>2</b>	<b>SYNTHETIC APPROACH</b> Taking decisions and solving problems relating to complex situations, with short or medium-term planning perspective (1-3 years), using synthetic, holistic thinking skills	<b>240</b>
<b>3</b>	<b>STRATEGIC APPROACH</b> Taking decisions and solving problems relating to many diverse, extensive, complex subject-matter areas, typically involving long-term, multiannual planning perspective, using strategic thinking skills	<b>400</b>

**V. RESPONSIBILITY FOR PUBLIC FUNDS**

The real scale of formal responsibility for managing funds – throughout a year – based on formal authorisations to incur liabilities and dispose of funds.

Levels		Points
<b>1</b>	no responsibility for funds	<b>0</b>
<b>2</b>	up to PLN 500 thousand	<b>40</b>
<b>3</b>	more than PLN 500 thousand up to PLN 5 million	<b>90</b>
<b>4</b>	more than PLN 5 million up to PLN 50 million	<b>140</b>
<b>5</b>	more than PLN 50 million up to PLN 500 million	<b>200</b>
<b>6</b>	more than PLN 500 million	<b>260</b>

**VI. NATURE AND LEVEL OF REPRESENTATION**

The nature and level of representing the state or the office.

LEVEL OF REPRESENTATION / RANK OF PARTNERS	NATURE OF RESPONSIBILITY INVOLVED REPRESENTATION	LOCAL CONTACTS including with representatives of organisational units of other offices	DOMESTIC CONTACTS including with heads of other offices	INTERNATIONAL CONTACTS
		A	B	C
	Formal representation of the office	<b>1</b> <b>20</b>	<b>40</b>	<b>60</b>
	Establishing and building relations with partners within the scope of regular contacts (cooperation)	<b>2</b> <b>50</b>	<b>100</b>	<b>140</b>
	Responsibility for conducting negotiations	<b>3</b> <b>100</b>	<b>160</b>	<b>200</b>

#### RULES FOR EVALUATING POSITIONS USING THE PAIRED COMPARISON METHOD

Job evaluation using the paired comparison method is conducted on a sample of positions evaluated using the analytical-point method. The sampling method is decided by the chair of the internal team or a team member authorised by him. A sample may not include more than 20 positions.

Each position is compared with each other position from the sample.

1. From the sample of positions to be verified, one position, hereinafter referred to as the “selected position”, is selected and used as the first position to evaluate using the paired comparison method.
2. Each time only two positions (a pair) are compared: the selected position with a subsequent position from the sample.
3. Two positions (one pair) are compared only once.
4. When comparing positions, it should be assessed which is more complex/demanding/responsible.
5. The assessment is made by team members based on information specified in the Ordinance.
6. If the tasks performed at the position are more complex/demanding/responsible, the position is awarded 1 point, and the other position used for comparison is not awarded any points. Otherwise, the selected position is not awarded any points, and the other position used for comparison is awarded one point.
7. The comparison of the selected position is completed after it has been compared with all other positions in the sample.
8. The total score received by the selected position is the result of evaluation using the paired comparison method.
9. After completing the comparison of the selected position, another position is selected and compared with each other position in the sample (except for the positions which have already been evaluated using the paired comparison method) as specified above.
10. After all positions in the sample have been evaluated using the paired comparison method, the positions are Ordinance by scores to create a list which determines the hierarchy of positions in the sample.
11. The position which obtains the highest score has the highest position in the hierarchy.

TEMPLATE

MINUTES OF A MEETING OF AN INTERNAL TEAM  
EVALUATING A POSITION  
OTHER THAN A SENIOR CIVIL SERVICE POSITION  
(office name)

Date: .....

Present members of the internal team:

1. chair of the internal team:

.....  
(full name) (signature)

2. member of the internal team:

.....  
(full name) (signature)

3. member of the internal team:

.....  
(full name) (signature)

4. member of the internal team:

.....  
(full name) (signature)

5. member of the internal team:

.....  
(full name) (signature)

Other persons present at the meeting of the internal team:

1. ....  
(full name, position, name of the organisational unit of the office)

2. ....  
(full name, position, name of the organisational unit of the office)

3. ....  
(full name, position, name of the organisational unit of the office)

OTHER INFORMATION

(please indicate, for example, information on authorisations in accordance with § 17(3) of Ordinance No 1 of the Prime Minister of 7 January 2011 on the rules of preparing job descriptions and job evaluations of civil service positions (references of the Official Journal of the Republic of Poland: M. P. Nr 5, poz. 61)):

.....  
.....  
.....  
.....  
.....  
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ERROR: syntaxerror  
OFFENDING COMMAND: --nostringval--

STACK: