

# **Contents**

<b>Introduction .....</b>	<b>9</b>
<b>Chapter 1: The Theoretical Model of the Civil Service .....</b>	<b>15</b>
The Origin and Development of the Civil Service .....	15
The Nature of the Civil Service and its System of Values .....	19
Civil Service Models .....	25
The Civil Service in European Union Member States: Charting New Courses .....	32
<b>Chapter 2: The Polish Civil Service: Tradition and Experience.....</b>	<b>37</b>
The Civil Service in the Second Republic of Poland (1918–1939) .....	37
State Administration Employees Under the Polish People's Republic (1945–1989) .....	45
The Civil Service Act of 5 July 1996: the Process of Civil Service Development in the Third Republic of Poland .....	51
The Operation of the Civil Service Under the 18 December 1998 Act .....	53
The Year 2006: A Change for the Better or the Decline of the Polish Civil Service? .....	57
<b>Chapter 3: Employment Relationships as Provided for in         the Civil Service Act of 21 November 2008 .....</b>	<b>61</b>
Recruitment Principles.....	61
Employment Relationships.....	68
Qualifying Procedures in the Civil Service – Nomination.....	69
Preparatory Service.....	75
The First and Successive Periodical Assessments of Employees.....	76

Liability and Penalties in the Civil Service .....	78
Change and Termination of Employment	
Relationships in the Civil Service .....	83
<b>Chapter 4: The Organisation of the Civil Service in Poland Under the Civil Service Act of 21 November 2008 .....</b>	<b>87</b>
The Civil Service Council .....	87
The Head of the Civil Service .....	89
Senior Positions in the Civil Service.....	90
The Rights of Civil Servants and Civil Service Employees.....	93
The Duties of Civil Servants and Civil Service Employees.....	102
Professional Development in the Civil Service .....	108
<b>Chapter 5: Modern Methods of Managing Public Institutions .....</b>	<b>115</b>
Quality Management.....	115
Knowledge Management .....	121
Management by Objectives.....	128
Ethical Management in the Civil Service.....	131
Management Tools in the Civil Service .....	153
<b>Chapter 6: Several Aspects of Civil Service Operation.....</b>	<b>157</b>
The Politicisation of the Polish Civil Service.....	157
Administrative Interest.....	164
Is this Administrative Language or Bureaucratese?.....	169
How the Civil Service Influences the Modernisation of Public Administration? .....	180

<b>Chapter 7: Dysfunctions in the Civil Service and Tools to Contain Them .....</b>	<b>193</b>
The Source of Violations of Civil Service Ethical Canons .....	193
Unethical Behaviour in the Civil Service.....	202
Instruments to Tackle Unethical Behaviour in the Civil Service.....	232
<b>Conclusion .....</b>	<b>245</b>
<b>Bibliography .....</b>	<b>249</b>