



Inauguration of studies for of the 21st Year Class

“A ceremony of awarding diplomas to the graduates of the Bronisław Geremek 18th Year Class and the inauguration of studies of the new Stanisław Konarski 21st Year Class was held in the auditorium of the National School of Public Administration on 26 February.” Yet another group of students who will support the Polish administration have now graduated.

Dr. Jacek Czaputowicz, the Director of KSAP, opened the ceremony by greeting the invited students and guests and gave a speech in which he presented the latest initiatives realised within KSAP, as well as plans for the School’s further development. A speech was also presented by Minister Sławomir Brodziński, Head of the Civil Service, who talked about the importance of KSAP in strengthening the institutional foundations of the state.

“The development of a modern state was the basis for establishing the KSAP; the idea has been implemented by successive generations of our graduates. Graduates comprehensively prepared for work in the Civil Service leave the School walls for the eighteenth time. Professor Henryk Samsonowicz, Head of the KSAP Council presided over the ceremony, while Professor Leszek Balcerowicz presented the inaugural lecture titled “Changes after socialism. Poland in comparison with other countries”.

Director J. Czaputowicz emphasized that *“KSAP is an institution whose ultimate goal is to actively support efforts to modernise the Polish administration by means of: full-time studies, lifelong studies, analytical-research projects, as well as international cooperation with institutions in other countries”.* He also noted that the School will soon be celebrating its twentieth anniversary. In addition, he pointed out an interesting coincidence, namely that those students who are about to begin their education will be graduates next year, when Poland will be presiding over the European Union.

“The National School of Public Administration will host a meeting of heads of schools and institutes of administration from across the entire European Union. Our aim is to present ourselves as a fully professional institution which is capable of a conceptual understanding and illustration of the contemporary challenges confronting the public administration.”

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A new cycle of meetings was held at KSAP as part of the seminar workshops devoted to state policy, with the Speaker of the Lower House, Bronisław Komorowski and the Head of the Mazovian Province, Adam Struzik.



Director Jacek Czaputowicz's speech given at the Graduation Award Ceremony of the School's graduates, in conjunction with the opening of the new Class

A School with Potential

(...) Today's ceremony encourages us to reflect. It is a chance to present an overview of the reforms that we have carried out in recent months, as well as to give an outline of certain elements of the School's vision and mission for the next few years.

The reforms have allowed the School to develop its potential both in terms of the teaching, as well as material resources. We have introduced the principle of recruiting new students twice a year, in smaller class sizes, which has yielded better academic results. We are putting our educational potential and material resources to better use. The number of students graduating from KSAP is going up every year. We have increased our management efficiency, which was one of our main objectives. Our remuneration costs have gone down, while we have increased funds for scholarships.

We have made changes to our teaching programmes. The educational process has been tightened up by structuring the courses into three thematic blocks. The anonymous questionnaires completed by students of the Bronisław Geremek Year Class and the individual conversations I have had with them in recent days have convinced me that we are on the right track. Specialist classes and activities conducted in foreign languages seem to have been effective. You voiced the need for more activities in legal, administrative and management matters, as well as practical tasks. We will try to introduce these step by step. You indicated that you value the domestic and foreign internships, as well as the workshops and study visits. You have made good use of these, as illustrated by the analyses and case studies published, as well as the conferences held. Introducing these changes requires time and consolidation.

Material investments are changing the School's image and preparing it for a new phase of activity. We have modernised the canteen, common room, hall, cloakroom and library, and we have installed a lift. The building will have full access for the disabled. We will continue to make such investments, although on a smaller scale. KSAP is also a public space. This week, in cooperation with the Foreign Ministry, we opened an exhibition devoted to the history of the Polish Diplomatic and Consular Service. Such references to history will be a regular feature.

This year we celebrated the 20th anniversary of the School's establishment. Such major anniversaries have their charm, but they also demand us to look at our School in the bigger perspective. It is a good opportunity to reflect

on the vision and mission of the School, on what we have done, where we are and where we are going.

KSAP, like any other institution, has its own genetic code, containing its profile and organisational culture. In that sense, we understand the School as an institution which is a specific emissary of knowledge. Last year, the School won an award in a competition organised by the U.N. in the category "Developing potential for knowledge management in state institutions". This prize should mobilise us; we have to keep proving that we deserved it.

It is KSAP's role to support students in gaining a deeper understanding of the world around us, especially all those aspects that impact the functioning of the public sector. Our mission, in line with the National School Act, "is to educate and prepare civil servants and higher administration staff of the Republic of Poland for public service". This mission is still valid. We understand it as the responsibility to provide the public administration with individuals who will contribute a significant added value, people who will develop it in those directions which are currently the most important and necessary.

We believe that cooperation with institutions provides an opportunity for further strengthening KSAP. But it is also a chance for the administration to gain a professional partner for complex initiatives in respect of the development of strategic knowledge resources

The state's strategic documents point to the necessity to develop administrative potential in terms of its ability to create strategic directions for development, to foresee challenges and to create scenarios for meeting those challenges. On the other hand, there is a strong emphasis on improving the administration's potential for rational regulation in many areas of social and economic life.

KSAP is an institution whose ultimate goal is to actively support initiatives for modernisation in the Polish administration, by means of full-time education, lifelong learning, analytical-research projects, as well as international cooperation with institutions from other countries.

We have already achieved some results in this regard. Together with the French Ecole National d'Administration, we have carried out a twinning project in the Ukraine, financed from EU funds, aimed at providing conceptual support for the National Academy of Public Administration. The support is in respect of developing a strategy for educating and improving higher civil service personnel in this country.

Last year, we were commissioned by the World Health Organisation to carry out innovative studies in the management potential of the Ministry of Health. We formulated significant recommendations, which the Ministry intends to implement. We have been supporting our civil servants in their efforts to analyse economic phenomena as part of their Economic Education Study, carried out in cooperation with the National Bank of Poland. In October 2009, we began training 1,200 people who will play a key role during the Polish presidency of the EU. Those individuals will be the future coordinators of EU matters in government administration institutions, future heads of committees and workgroups of the EU Council, as well as national delegates.

We would like to use that experience in the pursuit of our goals. These include entering the European training market and establishing our position on that market. When the Polish EU presidency is over, we should be able to offer our experience and knowledge in the form of training to other countries. We shall aim to capitalise on that future moment by developing the relevant potential today.

KSAP is in good company. The process of full-time education and lifelong learning has already reached a format and level that is adequate for the current needs of the administration. Now further steps need to be taken. It is our ambition to be on a par with the French Ecole National d'Administration or the British National School of Government. The French ENA has been able to draw on its budget of over 45 million Euros to carry out its activities. Besides teaching, also on an international level, the ENA conducts a broad range of research for the needs of the administration. Our budget is approximately ten times smaller.

The British National School of Government, on the other hand - which does not offer full-time education - has a budget of 17 million pounds. Instead, it offers lifelong learning and conducts a number of interesting curricular initiatives which are important for the entire administration, such as the Whitehall Innovation Hub. This supports the establishment of innovative initiatives and increases awareness of them. The NSG also runs the Policy Hub, which is a portal dedicated to strategic thinking and improving the process of policy-making in administration and government.

In order to become a comparable institution, KSAP needs support, especially in the form of much-needed resources. In addition to a stable budget, such resources should mainly include access to EU-financed training and to EU projects that would allow innovative research projects in the sphere of administration. For the time being, those resources, which are significant across the entire Polish administration, have somehow bypassed KSAP and



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have mainly benefited private companies. This is a problem that needs to be addressed.

We believe that cooperation with institutions provides an opportunity for further strengthening KSAP. But it is also a chance for the administration to gain a professional partner for complex initiatives concerning the development of strategic knowledge resources, through a rational system of training, as well as establishing directions for the future modernisation of public institutions.

20th Anniversary of KSAP. In May of this year, we shall be celebrating the 20th Anniversary of KSAP's establishment. We shall also organise a conference spanning a few days, as part of the Network of Institutions and Schools of Public Administration in Central and Eastern Europe (NISPACEE). The conference will be dedicated to "Public Administration in Times of Crisis".

The students now beginning their education will graduate next year during the period of the Polish presidency of the European Union. The National School of Public Administration will host a meeting of the heads of administration schools and institutes from the entire European Union. We intend to present ourselves as a fully professional institution capable of a conceptual understanding and indication of the challenges that the public administration is currently facing.

During the graduates' diploma award ceremony and inauguration of activities of the new Promotion, Minister Sławomir Brodziński, Head of the Civil Service, talked about the importance of KSAP for the country

The citizen at the heart of public governance



The development of a modern state was the basis for establishing the KSAP; the idea has been implemented by successive generations of our graduates. Graduates comprehensively prepared for work in the Civil Service leave the School walls for the eighteenth time - said Minister Sławomir Brodziński, Head of the Civil Service.

The Minister noted that in the last 20 years, more than 900 individuals have graduated from the School, the vast majority of whom have remained fully dedicated to public administration. Some of them have been entrusted with ministerial functions. The Minister also reminded the participants about the achievements of the former directors of the National School of Public Administration: Maria Gintowt-Jankowicz, Józefina Hrynkiwicz, as well as the current Director, Jacek Czaputowicz.

A School of distinction. According to the Minister, last year's U.N. award of the prize for: "Developing potential for knowledge management in state institutions" is undeniable proof of the school's high ranking compared to similar institutions operating in other countries.

"For the twenty-first time, KSAP has inaugurated a cycle of full-time education for students, candidates for the Civil Service and managers - as they should be called - of public administration. The large number of candidates, more than seven per available place, is testimony to the attraction of education at KSAP and its popularity among post-graduates" said Sławomir Brodziński.

The Minister pointed out that this year, KSAP will celebrate the 20th anniversary of its establishment, which is a good opportunity for summarising the School's achievements and commencing a discussion regarding its vision for the future. *"The Council of the Civil Service has already begun such a discussion."*

Strategy of Human Resources Management. The Minister also discussed the work carried out at the Civil Service Department on the strategy for human

resources management. Such activities are aimed at making state administration more efficient. He recognised the need for reform in the Civil Service and for that reason, he announced a "small" amendment to the Civil Service Act, which is to be introduced by the end of this year. Currently, the key task is the rational management of limited resources, which - as Sławomir Brodziński pointed out - are not expected to increase. This is a particular challenge in light of the new challenges, such as the upcoming presidency of the European Union. Today, the resources of the Civil Service Corps comprise 121,000 people in full-time positions, including approximately 6,000 nominated civil servants. The public sector, understood in the broader sense of the term, employs many thousands of people, the Civil Service Corps constituting only a small percentage.

Since 2001, the Civil Service has risen by 19%, understandably in response to the new tasks entrusted to it in recent years. *"For that reason, we cannot talk about excessive government administration", the Minister stressed. "Unfortunately, it appears that there is a low level of public trust in the Civil Service in the OECD countries, as well as in Poland. We want to improve that by using funds from the EFS to facilitate the management capabilities of the administration and research projects, such as those concerning the Civil Service's public image and those regarding the increased effectiveness of its actions. The aim of the Polish Civil Service is to place the citizen at the heart of public administration and to ensure that public services are customer-oriented. We encourage a creative approach and good practices in pursuit of this aim. Poland is starting to export that knowledge to places such as the Ukraine and Georgia", the Minister stressed.*

Prof. Leszek Balcerowicz gives his inaugural lecture at KSAP: “Changes after socialism. Poland in comparison with other countries”

Balcerowicz: there is no democracy without capitalism

“The most visible sign of Poland’s success is the significant increase in its economy and growing life expectancy, as well as the drop in the mortality rate of children under five”, Professor Leszek Balcerowicz said in his inaugural lecture titled: “Changes after socialism. Poland in comparison with other countries”.

On socialism. “Socialism was the most statist socio-economic system in the history of mankind” Professor Leszek Balcerowicz said. “It did not allow for any political or economic freedoms. The system was characterised by: collective ownership, hidden unemployment and a centrally-planned economy. Implementation of that system burdened the state with high social and economic costs.” He referred to those costs as the “costs of lost time”. In Balcerowicz’s opinion, that wasted time mainly translated into economic and social stagnancy, which could not be converted into development under socialism.

Leszek Balcerowicz put forward the proposition that “there is no democracy without capitalism”, therefore everyone who values that system should get accustomed to the idea that a free market economy is indispensable for its operation. This is evidenced by the changes that Poland underwent after the abolition of the People’s Republic of Poland. Balcerowicz stressed that the situation in Poland was without precedence: 27 types of institutional changes have been carried out in Poland over the last twenty years.

On post-socialist differences. In the subsequent part of his speech, he presented data indicating differences across the ‘post-socialist world’. He emphasised Poland’s success, which is most clearly evidenced by

the significant increase (although it slowed during the crisis) in the size of the economy. Another sign of positive change is the growing life expectancy and the decrease in the mortality rate of children under five. Professor Balcerowicz cited Ukraine and Russia as examples of countries where post-socialist changes have not been as positive as they have been in Poland, both countries showing a reverse tendency (above all in respect of life expectancy).

The former Deputy Prime Minister also attempted to briefly explain the origins of those aforesaid differences between various countries. In his view, the key factor was the speed and intensity of the changes aimed at introducing free market capitalism, in particular privatisation, deregulation and decreased state intervention in economic and social life.

On the crisis. The ongoing financial crisis was the theme of the next part of the lecture. According to his main claim, the crisis was not caused by capitalism itself but by mistakes made by public authorities. It was the authorities who drove the property market boom by bringing about a situation where it was too easy to obtain a mortgage. Having described the causes of the crisis, Leszek Balcerowicz then briefly turned his attention to Poland. He explained why Poland was



Prof. Leszek Balcerowicz

the only country that managed not to slide into recession, mentioning two key factors: Poland’s relatively low dependency on foreign trade (compared with Latvia or Lithuania, which depend on it to a high degree and felt it deeply during the crisis); and the relatively low stimulation of the credit market.

On what should be done. Balcerowicz called for conditions to be created that would allow for productive actions, such as inventions, innovations and savings. He stated that a social and economic system should be nurtured because it creates the environment for activity. Professor Balcerowicz pointed to liberal capitalist democracy as the best system for facilitating the aforesaid. Achieving such a goal requires changes to the law, which in turn requires the appointment of better politicians which, as the lecturer stressed, Poland was already witnessing. He included privatisation, or rather its completion, in the group of essential tasks. “We should not succumb to the mania for stimulation and we should oppose statist tendencies, for every country that succumbs to them loses out in the long run”, Balcerowicz said.

After the lecture, Professor Balcerowicz answered questions raised by KSAP students.

More on: <http://www.ksap.gov.pl/ksap/content/view/418/94/>

KSAP hosts the participants of the 18th NISPAcee Conference

The international character of KSAP's 20th Anniversary

On 12 May 2010, the National School of Public Administration will celebrate the 20th anniversary of its establishment. The anniversary coincides with the annual NISPAcee Conference - the Network of Institutes and Schools of Public Administration in Central and Eastern Europe. The Prime Minister of the Republic of Poland, Donald Tusk, has become the personal patron of the anniversary commemorations.



The anniversary commemorations will include a discussion panel titled "Politicians and the administration - 20 years of experience", which will be attended by former Polish Prime Ministers. The mediator is Professor Henryk Samsonowicz, Head of the KSAP Council. The second panel, titled "The professional paths of KSAP graduates", with the participation of our graduates and high-ranking state officials, will be led by the first Director of the National School, Professor Maria Gintowt-Jankowicz.

Entrusting KSAP with the organisation of the 18th International Confer-

ence of the Network of Institutes and Schools of Public Administration in Central and Eastern Europe (NISPAcee), dedicated to: "Public Administration in Times of Crisis", to be held in Warsaw on 12-14 May 2010, is a sign of acknowledgement of KSAP's position and achievements.

Commemoration of the 20th anniversary of the School's establishment will be held at the Royal Castle. The participants will include representatives from the government, the world of politics and science, ministries, institutions, foreign schools and public administration institutes, international organisations dedicated to the theory and practice of public administration, as well as graduates, students and em-

ployees of KSAP. The commemorations will coincide with the opening of the annual NISPAcee Conference. It will begin with a discussion panel titled: "Public Administration in Times of Crisis in Poland". Approximately 400 individuals, including scientists and practitioners from the public administrations of several countries, will take part in the conference.

KSAP has been a member of NISPAcee since the organisation's establishment. It is an academic, training and research institution with its seat in Bratislava. It was established in 1994 as an independent, non-governmental, non-profit organisation focusing on strategic issues in public administration in Central and Eastern European states. In October 1995, it was officially registered as an international organisation incorporating institutes and schools of public administration from the Central and Eastern European countries. Currently, it also incorporates training institutions from Ukraine, Georgia, Kyrgyzstan and Kazakhstan. NISPAcee also plays the role of a regional UN-PAN centre - United Nations Online Network in Public Administration and Finance.

The KSAP community pays tribute to the victims of the catastrophe in Smoleńsk

The graduates, students and employees of KSAP paid tribute to the President of Poland and all of the members of the Smolensk delegation who died in the tragic accident

The graduates, students and employees of KSAP took part in the funeral ceremonies of Władysław Stasiak, a graduate of KSAP. On the first working day after the catastrophe, the students and employees of the School paid tribute to the President of Poland, his wife and all of the other members of the delegation to Smolensk who died so tragically. As a sign of mourning, the national flag on the building was lowered to half-mast.



Also, on the day of the catastrophe, on the initiative of the students, graduates and employees of KSAP, a Mass for the victims of the Smolensk catastrophe was held in St. James's Church in Warsaw.

KSAP and ENA at a joint conference

Challenges in times of crisis – how to be more efficient with less

On 10–11 December 2009, a Francophone conference was held at KSAP. It was the result of the cooperation between the National School of Public Administration and the l'École Nationale d'Administration, as part of the Human Capital Operational Programme.

Participants at the two-day conference, comprising several sessions, had the opportunity to hear presentations by various specialists and experts from Poland and France. Some of the presentations touched upon issues of “Reforms and values of the Civil Service”, while others were devoted to issues concerning strategic management in the scope of competences and human resources in administration during the public finance crisis.

During the panel devoted to **Civil Service reforms**, Professor **Teresa Górczyńska** presented the history of statutory changes in the Civil Service. She drew attention to the importance of the Civil Service Act of 1996. The Act defined a career model, set goals, such as diligence, neutrality and political impartiality of civil servants in their execution of state goals, as well as established the institution of the Chief of the Civil Service and its Council. According to Professor Górczyńska, the reform of December 1998, breached the rule of the certainty of the law, in spite of its positive changes. In Górczyńska's opinion, legal acts should not be amended every two years, as has been the case recently, because it breaches the fundamental rule of stability of a legal system.

Dominique Schuffenecker discussed the reform process that had begun in France in 2007, including the removal of obstacles connected with the mobility of civil servants. The panellist paid special attention to the problem of corporatism in the French administration. It hampers human resources management and increases the operational costs of the entire administration. Its solution is the integration of corporations and the establishment of intra-



developmental corps. Between 2005 and 2009, 320 out of the 700 existing corporations were liquidated and the liquidation of a further 130 is planned in 2010. The aim is to reduce costs and create opportunities for the exchange of good management practices among ministries.

Wojciech Zieliński, Deputy Director of the Civil Service Department of the KPRM, discussed the aims and problems regarding the implementation of reforms, as well as strategies and concrete actions in respect of the implementation of the Civil Service Act. As the primary goal, he considered retaining in administrative structures the best employees who can be attractive to the private sector. He also pointed to the limited number of mechanisms for making the implementation of reforms in public institutions compulsory. The problem is the lack of incentives for being economical, the fact that public institutions cannot go bankrupt, and the difficulty in quanti-

fying the purpose of their functioning and measuring their goals.

Panel Discussion: “How to ensure the political neutrality, professionalism, effectiveness and ethics of a public servant? How does the system of education of senior public servants affect the shaping of those values?” In the opinion of Professor Krzysztof Kiciński, the key value of the Civil Service is in its reference to the public good. A civil servant plays the difficult role of a depositary of that good. In Poland, many interest groups (including in the business world) pressure civil servants and politicians to make decisions that are often to the detriment of that good. When describing the powerful influence of those groups on the administration, the Professor used the allegory of water exerting pressure on a weak and leaking dam. The vulnerability of the dam stands for the relative weakness of the state.



Dominique Schuffenecker: Half of the savings deriving from the reduction of employees in administration are earmarked for bonuses for the best civil servants.

Dominique Schuffenecker discussed the values of the Civil Service and the reforms of l'École Nationale d'Administration. He pointed out that even the Declaration of Human and Civil Rights of 1789 stressed that a civil servant must be held accountable for his actions before society. In that period, the following such values were born: equality, neutrality and continuity. However, citizens had higher and higher expectations of the Civil Service at that time. From 2007 to 2008, a great series of conferences commenced, where ordinary citizens took part alongside civil servants.

Patrycja Suwaj, PhD discussed values and ethics in the Civil Service. She focused on coherence as key in the context of the system of training of civil servants. The values in administration - which should be treated as a whole - include neutrality, political impartiality, professionalism and efficiency. The two notions - public governance and public integrity - play a crucial role in the development of the system of values and ethics. Neither of them have an adequate Polish language equivalent. Public governance requires a civil servant to understand power as the management of public affairs. The concept of public integrity is linked with the system of coherence in the development of values in a public institution. It assumes the cooperation of an entire team. Comprehensive implementation of such a system, even

in the smallest public administration unit, may yield significant benefits.

Panel discussion: "Key challenges in human resources management in the Civil Service"

Nicolas Tenzer, Head of the Department of Evaluation and Modernisation of the State in the General Planning Office, presented the main directions of reforms in the French state, which have been underway since the 1920s. The speaker mentioned the plan that has been implemented in France since 2000 regarding the reduction of the number of civil servants and the administration's operating costs. In the period between 2000 and 2012, approximately half of the employees will have left the administration. Out of this group, only one in two will be replaced by a new employee. This is the result of an attempt to cut costs on the assumption that the remaining employees will increase their work efficiency. The number of civil servant corps will be reduced from approximately 500 to a mere 50 and intra-departmental corps will be established.

Panel Discussion: "Strategy for the development and management of human resources"

Witold Mikułowski, PhD from KSAP defined the concept of human resources as natural persons, as well as teams and social groups. He also defined human capital: it is the sum of individual entities' values, potential knowledge and skills. An organisation does not have any social capital, but acts as a vehicle for it. Social capital constitutes standards of conduct in relations within and with the administration, codes of communication and the trust of stakeholders, which can be the same for different organisations. Management of resources in administration - is the acquisition and utilisation of those resources in order to realise allocated tasks.

Dominique Schuffenecker presented the French experience in human resources management in administration. He emphasized the fact that they should be viewed in the context of the following challenges:

- demographic - 40% of civil servants will have retired by 2015;



Andrzej Bida: The crisis does not change the objectives of human resources management, but makes their execution more difficult.

- budgetary - there is a pressure to decrease the public debt, while the civil servants' remuneration amounts to 43% of state;
- the transfer of many functions from the central to the local government level.

France is to witness the professionalization of human resources and the personalisation of management. Half of the savings deriving from the reduction of employees in administration are earmarked for bonuses for the best civil servants.

Ewa Puzyna, General Advisor in the Chancellery of the Chairman of the Council of Ministers, Civil Service Department, spoke about the Polish attempts to formulate a strategy for human resources management in the Civil Service and about the status of work on a new document in this respect.

The first Polish strategy was formulated between 2001 and 2002 in cooperation with the British, as part of the Phare programme for selected institutions. In 2006, the Civil Service Department, as part of the Phare programme, formulated a strategy for the entire administration. Neither of them has been implemented, not having been sanctioned by law. The current work, on the other hand, is the result of a legal act, with the Head of the Civil Service being the entity responsible for that work. The sources of financing have been identified - there is

a state budgetary specific allowance for the modernisation of the Civil Service.

Andrzej Bida, General Director of the Office for Veterans and Repressed People stated that from the Director's perspective, the administration has been in a state of permanent crisis. There is a general lack of funds for remuneration and a high staff turnover. Currently, due to the crisis on the labour market, the Office has become an attractive employer. However, the crisis does not change the objectives of human resources management, but makes their execution more difficult.

Panel Discussion: "How to reduce expenditure on personnel while

ensuring the competences of the administration during the public finance crisis".

Professor Helena Kisilowska identified three key aspects requiring improvement in order to obtain savings in administration while increasing its efficiency: human resources, competences and administrative structures. From the point of view of human resources, adequate training of specialists in public administration is the most important. Nevertheless, public administration structures should be shaped in accordance with the principle of subsidiarity. Competence should be granted at the lowest possible levels that are in a position to efficiently solve specific social problems and public issues.

Józef Puzyna stressed the need for making public administration jobs more competitive. Although the administration is an attractive employer for young people, it is nevertheless difficult to retain them for longer periods. For that reason, an efficient and just system of employee assessment should be introduced in order to eliminate inefficient employees. Workplaces for new employees should be created. Such an approach, combined with open access to jobs based on competition, and the development of competitiveness, will attract new qualified candidates to the administration, as well as will better use the skills of more experienced employees.

Year Class 21 – under the patronage of Stanisław Konarski

The Stanisław Konarski Year Class opens the third decade of studies at the National School of Public Administration. On 1 March 2010, 34 individuals, representing almost every part of Poland, began their education at KSAP, in the hope that after eighteen months of studies they will be able to fulfil their ambitions and begin their service for the Republic of Poland.

These young and enthusiastic people - 13 women and 21 men - arrive at KSAP with considerable experience. Almost all of them have undergone domestic and foreign internships, the majority have worked in the public sector, in local administration and some in large international corporations, the media and even in...aviation. The majority graduated from Polish and European universities, having specialised in the humanities.

In spite of their different interests - ranging from Asian languages, theatre, contemporary art, poetry-writing, travel off the beaten track - they all share a sense of patriotism and the will to work for their country.

The youngest students of KSAP, selected from a record number of applicants, have chosen Stanisław Konarski as their patron, an eighteenth century writer, publisher, poet and above all a reformer of the Republic of

Poland and founder of the Collegium Nobilium in Warsaw.

Patriotism, involvement in state affairs and a desire to reform the state were the deciding characteristics in selecting the precursor of the Polish enlightenment as the patron, because

those values will guide the students of Year Class 21 during their future career in the administration of the Republic of Poland.

Adrian Kondaszewski,
Student of Year Class 21, KSAP



Self-regulation mechanisms in the healthcare system have to be improved

KSAP report on the challenges faced by the healthcare system

The National School of Public Administration has published a report titled “Challenges in the healthcare system – human and organisational resources in central institutions”. It is the result of a project KSAP was requested to carry out by the Polish branch of the World Health Organisation (WHO). It was presented at a special conference attended by members of the management of the Ministry of Health.

The report contains analyses covering issues concerning human resources management in central institutions of the health service and the organisational structures that facilitate formulation of health policy at the central level.

The report puts forward a number of recommendations based on the research and analyses carried out. The conclusion states that the Polish healthcare system needs to increase its resources and strengthen its potential for action, which has currently been rather neglected. This includes, among others, strengthening its potential for identifying challenges and system risks,

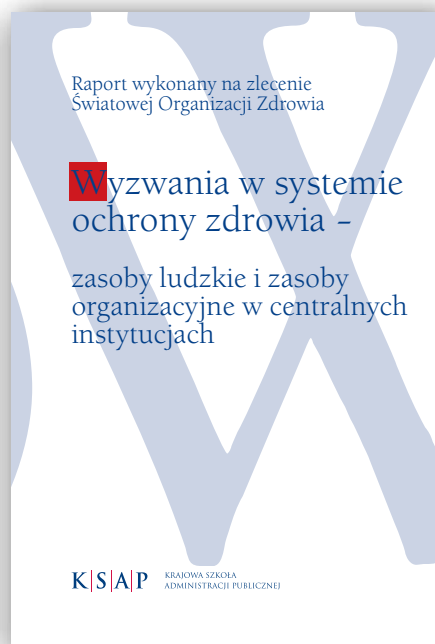
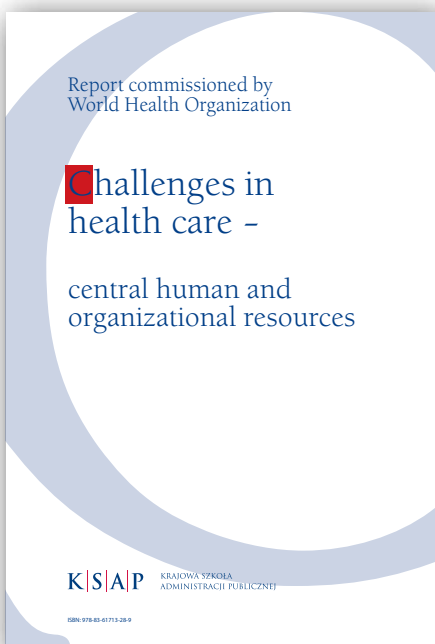
The implementation of health policy requires more and more physical, as well as human and social resources

analysing the changing environment, better utilisation of the available personnel by improving their qualifications within the strategic actions planned, establishing priorities, interpreting re-

search results and developing scenarios for sectoral problem-solving.

The report points out that the Ministry of Health (MH) faces many difficult challenges in increasing its potential for managing the healthcare system. The Ministry should be able to create standards of competency for employees in the healthcare system, as well as standards for the evaluation and assessment of public programmes carried out. The key area where changes are needed is also in the reinforcing selected organisational structures and the decentralisation of the decision-making system. This pertains, in particular, to vertical structures, where operational knowledge among employees could be exchanged. The healthcare system requires stable personnel and an attractive, professional career path. The Ministry should strengthen its position as organiser of the key human resources required for the effective operation of the healthcare system. It was recommended that a special centre should be established, with the aim of drawing up professional training schedules for managerial personnel within the healthcare system (or a department within the existing institution). The Ministry should also strengthen its information-communication functions (information policy), in order to be able to present its mission, programme priorities and strategic goals in a clear manner.

In the report's conclusion, it was stated that if the aforesaid challenges are not taken up, the managerial potential of the central institutions in the healthcare system will, within the next few years, reach a level that will constitute a real threat to the stability of the entire healthcare system. This will pose a threat to many other levels of the social and economic system in Poland. The report also states that the health service will face ever-increasing threats arising from the fact that health policy is becoming more



Interview with Dr. Andrzej Zybala, the content editor of the report

Knowledge-based administration

The health service should be equipped with more self-regulation mechanisms. That will be possible if a network of complementary institutions is established, which would respond to any irregularities arising within the areas of their competencies.

and more complex and demanding. The implementation of health policy requires an increasing amount of physical resources, as well as human and social ones. Management personnel should be encouraged to take innovative actions and to look for innovative solutions to problems, and not only to merely uphold a system that is burdened by a certain dysfunctionality.

The health service should be equipped with more self-regulation mechanisms. That will be possible if a network of complementary institutions is established, which would respond to any irregularities arising within the areas of their competencies. The Ministry and its personnel cannot play the role of a "last resort institution". The main areas of its activity should be streamlining self-regulation mechanisms in the health service, analysing challenges and the operational knowledge arising from them.

You will find more information on the conference devoted to management in the health service and the related report at: <http://www.ksap.gov.pl/ksap/content/view/399/94/>

- The report appears to be quite an innovative report considering Poland's circumstances

- Yes indeed. There are few reports that generate knowledge about quality or the ways in which public institutions operate. This is a big problem because it is hard to think of improving the administration without any feedback knowledge about how it works. But I hope that this will begin to change. Anyway, KSAP can play an important role in that process. We make our students sensitive to the importance of building empirical knowledge resources as the basis for improving institutions. I hope that they will carry it forward to the institutions where they will work.

- How was the report received by the Health Ministry?

- Its content was received very well. Deputy Minister Adam Frączak attended the conference at which we presented the report. He openly praised our work. He admitted that the conclusions of the report were in line with his own observations about the way the Ministry operated. Dr. Marcin Sakowicz and I were invited to present the report before the Ministry's management and department directors. Health Minister Ewa Kopacz made a brief appearance at the conference. I could see her genuine interest in our comments. It was announced that a plan to prepare implementation of our recommendations would be drawn up. The General Director of the Ministry, Wojciech Kutyla, said that they would certainly want to establish a strategy and analysis department. We had recommended that because the Ministry lacks a unit with the main goal of conducting strategic analyses of the challenges and threats related to the operation of the health service.



- Will KSAP carry out such projects?

- I do hope that we will receive such orders. KSAP does not have any funds of its own to conduct such research. It all depends on the demand for solid knowledge about administration among different institutions. The problem is also that there is no tradition in Poland of researching phenomena in the social sphere, including in the administration. And without any research we cannot know anything and under such circumstances, any decisions regarding administration are burdened with the high risk of wrong decisions being made.

KSAP trains public administration staff, including those who will be engaged in the Polish presidency of the EU

A civil servant hungry for knowledge

KSAP's offer regarding lifelong learning is still very extensive. In the first half of 2010, administration employees will be able to choose from approximately 100 different training courses.

Currently, KSAP conducts those training courses that have proved the most popular and valued over recent years. There are also a number of new training courses that meet the current needs of the public administration. These include: the assessment of public administration employees, crisis management, economic law for civil servants, public private partnership, European economic integration and international arbitration.

"The training programme is updated every six months - says Katarzyna Rumin from the KSAP Lifelong Learning Centre. - In the process, we consult with public institutions. If they voice a need for new training topics, we incorporate them in our new offer. We are already preparing a new offer, which we will implement in September. Interest in training is still high, although the effects of the crisis have been felt here as well. We have noticed that last year, some institutions using our training courses sent their employees to us slightly less often. But we still have many willing participants."

The modern approach. Training in KSAP is conducted by experienced experts and practitioners, using the most modern, interactive forms of teaching. Courses are designed for pre-defined groups of participants. In its offer, KSAP also has training courses customised specially for particular institutions that have expressed such a demand. Such programmes meet the specific needs of a given institution in respect of increasing specific knowledge and skills. *"We can conduct these training courses in KSAP's premises, as well as in the client's premises"* says Katarzyna Rumin.

Of note among the recent most important training initiatives was the Economic Education Study devised for civil servants and realised in co-operation with the National Bank of Poland. Fifty civil servants have the opportunity to increase their knowledge on the subject of the key market economy institutions and the behaviour of key business entities. They will become better acquainted with the public finance system in Poland and the impact of budget decisions on the economy, the tools used in monetary policy, as well as the economic factors of Poland's integration in the European Union.

KSAP prepares for Presidency in the EU Council. The Lifelong Learning Centre also prepares administration staff constituting the so-called Presidential Corps, who will be engaged in the process of Poland's presidency in the EU Council in the second half of 2011. The training is mainly devised for the future coordinators of EU issues in government administration institutions, future heads of committees and work groups of the EU Council, as well as national delegates.

The training comprises two training sessions: the first (two days) focuses on the *Legal System of the EU*, and the second (three days) on *Institutions and the Decision-making process in the EU*. Both sessions will include lectures - also in an interactive form - as well as workshops.

"Our trainers take into account the initial level of knowledge of our participants, who usually have a basic understanding and sometimes detailed expert knowledge. They therefore focus

on supplementing their knowledge in specific fields which are essential for the success of the presidency. We also make available a handbook allowing readers to independently fill in gaps in their knowledge about the EU. It helps to systematize knowledge and gives guidance for further independent work" says Katarzyna Rumin.

Training offer: http://mail.ksap.gov.pl/ksap/szkolenia/kalendarz_szkolen.php

Language training offer: http://www.ksap.gov.pl/ksap/file/pdf/oferta_szkolen/oferta_szkolen_2010_I.pdf

Publications prepared at KSAP for participants in the Presidential Corps training

1. The European Union. Legal system, institutional order, decision-making process. Academic Editor, Professor Jan Barcz;
2. Guidelines for legislative policy and law-making technique. Ensuring the enforceability of European Law in Polish national law. Editor: Elżbieta Nowicka;
3. Selected Documents, part I Basic documents on organisational matters of the European Union. Editors: Jan Barcz and Anna Pudło Second Edition;
4. Selected Documents, part II Basic documents on organisational matters of the European Union. Editors: Jan Barcz and Anna Pudło Second Edition;
5. Selected Rulings. The Court of Justice of the European Union and the Polish Constitutional Tribunal. Editors: Jan Barcz and Anna Pudło;
6. Polish cases before the Court of Justice and the First Instance Court of the European Communities. Ireneusz Kolowca;
7. The Lisbon Treaty, the European Union Treaty, the Treaty on the Functioning of the European Union. Foreword by and edited by Professor Jan Barcz;
8. An Introduction to the Lisbon Treaty. Dr. Adam Łazowski, Anna Łabędzka.

The Conference of KSAP Graduates of the Bronisław Geremek 18th Year Class

Students' Debate

At the conference held on 19 February 2010, students of Bronisław Geremek Promotion XVIII presented their reports prepared in the course of their group workshops, as well as reports drawn up during their foreign internships, on Regulatory Impact Analysis (RIA).



The workshop reports concerned the issue of social participation in public administration activities. Dr. Marcin Sakowicz pointed out that the students of the Bronisław Geremek 18th Year Class focused on illustrating the involvement of non-governmental organisations in public activities. In his opinion the reports, accompanied by case studies, indicate that the Polish administration has a long way to go as far as social participation is concerned. For social participation is not properly understood or treated as a drive for change. Jarosław Szajner from Promotion XVIII discussed the cooperation between the Polish administration and social partners in the promotion of public health. He also analysed the example of promoting blood donation schemes, which he compared with the system used in France.

RIA - perfect but only on paper.

The dominant theme of the conference was the presentation of reports on Regulatory Impact Analysis (RIA), which were based on analyses that the students had conducted during their foreign internships.

Artur Kopijkowski - Gozuch from the Regulation Analysis Department of

the Ministry of the Economy expressed his gratitude for KSAP's appreciation of the issues concerning RIA. In his opinion, the RIA system in Poland is excellent on paper, but there is still a lack of awareness regarding the importance of that procedure among public servants, particularly among decision makers. The guest speaker reminded the participants that there was a handbook - "The rules of consultation during the preparation of government documents" - and that work was underway on a system of on-line consultations to support the implementation of the RIA procedure.

RIA on the continent... Student Adam Kańtoch discussed the implementation of the RIA procedure on the federal level in Germany. Jolanta Wiśniewska, on the other hand, talked about solutions used in Germany on the land level. Anna Siemaszko discussed the history of RIA procedures in France, as well as their advantages and weaknesses today. Krzysztof Danecki focused on the Belgian "Kafka project". The Kafka test is compulsory if a regulation is to be presented to the Council of Ministers. The test comprises questions about the impact

on the administrative load and has a real effect in reality - it decreases the administrative load by approximately 25%. The Belgians estimate that it saves approximately 7 billion euros.

Professor Wojciech Góralczyk in his summary of that part of the conference proposed that although application of the RIA procedure is very important, it does not cover all of the problems connected with good legislation. He drew attention to the low quality of contemporary legislative technique. "Sometimes an excellent RIA draft would be drawn up, but later it would be referred to parliament anyway and the amendments implemented there would completely change the character of the original version" the Professor said.

...in the UK and in Portugal.

During the next part of the Graduates' Conference, RIA in Anglo-Saxon countries and in Portugal was discussed. Michał Markocki presented the history of RIA in Great Britain and its legal foundations and Aleksander Cichy gave a detailed account of the issues regarding Regulatory Impact Assessment, a leading British document on RIA. Łukasz Wolin then presented the Portuguese experience in terms of RIA implementation.

Irena Jackiewicz, PhD concluded the last part of the conference. She stated that we should be interested in how the RIA system would look in ten years' time and what its purpose would be. Over the next three years, 2,500 people will undergo training in Regulatory Impact Analysis in Poland. She underlined the necessity of adopting a new theoretical perspective on RIA: an interdisciplinary one, based on an economic analysis of law. Ms. Jackiewicz called the KSAP graduates' experience a unique one, as they had managed to gather information on diverse RIA models, constituting added value.

Foreign study visits were introduced to KSAP's training programme in the autumn of 2008

In the European salons

The students of the 18th, 19th, 20th Year Class have already made a few study visits organised with the support of European funds. They took part in meetings and presentations in Brussels, Berlin, Maastricht, Paris and recently in London. Their visits have become an important part of the education at KSAP. They have allowed students to get acquainted with many experts and institutions, as well as many public issues.



The KSAP students in École Nationale d'Administration

The visits take place as part of a project realised by KSAP, and are financed by the Human Capital Operational Programme. In their content, they are linked to the problem-solving workshops. The main aim of the project is to equip students with additional abilities, skills and knowledge in respect of good practices used in the EU Member States. The students will also gain the additional experience of operating in an international environment.

At the end of June 2009, as part of their visit, students of the 18th Year Class participated in several presentations and lectures in Berlin (Verwaltungsakademie Berlin), Maastricht (European Institute of Public Administration) and Paris (Ecole Nationale d'Administration). The purpose of the trips was to gather information, which was later used for reports and cases studies. In the last quarter of 2009, students of the 19th Year Class went on

a study visit to London, where they took part in presentations relevant to the profiles of individual workshop groups. The workshops covered issues relating to many public policies. In late February and early March 2010, students of the 20th Year Class travelled to London.

Study visit in London. The last visit organised by KSAP was supervised by Dr. Marcin Sakowicz and Michał Mierzwa. *"The weather was sunny throughout the whole stay and from the very outset any stereotypes that the group may have held about Britain vanished"* Michał Mierzwa said. *"The visit programme included activities at the National School of Government (NSG), meetings with British civil servants, politicians and experts. The students became familiar with the operation of the British administration, the specifics of the Civil Service and the shaping of civil servants'*

career paths (including the Fast Stream programme)."

The aforesaid programme was mentioned by Adam Steinhouse of the NSG. It is one of the career paths followed as part of the *Graduate Fast Stream* programme, which aims to educate professional civil service personnel. The programme was introduced in 1991 by the Conservative government in response to the inadequate participation of British civil servants in the EU administration. Its objective is to prepare the British to take part in competitions for administrative positions within the European Union. In the second part of the meeting, Adam Steinhouse briefly presented the British experience of the presidency of the EU Council.

The meetings with British Members of Parliament, including Baroness Quin – the former Minister for Europe – gave the KSAP students an opportunity for a direct exchange of opinions on British membership in the European Union. Activities devoted to the experience gained by Britain in the process of preparing for and presiding over the EU Council were also an important element of the visit. During their study visit, the students visited the Palace of Westminster, the Centre for European Reform and the Embassy of the Polish Republic, where they became acquainted with the structure and operation of the Polish diplomatic post.

Study visit in Germany, Holland and France. *"The study visit was a huge logistical feat, both for the organisers as well as the participants because it was by coach"* said Robert Majewski from the Office of International Cooperation and Promotion. *"During our one-week stay in Germany, Holland and France, we covered approximately 3,500 kilometres. Certainly, it provoked various organisational and technical challenges, yet all of the participants agreed that in spite of those difficulties and general tiredness, they had positive impressions from the trip."*

The study visit was a great opportunity to get familiar with the operation of KSAP's partner institutions in Germany, Holland and France. Thanks to Verwaltungsakademie in Berlin, the European Institute of Public Administration (E.I.P.A) in Maastricht and the Ecole Nationale d'Administration in Paris, it was possible to organise the programme in line with the students' needs and suggestions. As a result,

they could broaden their knowledge on, among others, the functioning of public policies in other EU countries and the management of public tasks. They also used the opportunity to improve their analytical and language skills.

"The majority of the presentations were excellent and students could truly broaden their knowledge", said Dr. Andrzej Zybała, content supervisor dur-

ing the trip. "For example, at l'Ecole National d'Administration, a lot could be learned from a presentation given by an OECD expert about the global economic crisis. Presentations about social dialogue in France were also very interesting. Among the notable presentations in Maastricht were those regarding consumer rights in Great Britain, and mechanisms of social partnership in Holland."

The next Year-Class opened problem-solving workshops. This time, the leading topic was: "The state in the context of the fallibility of market mechanisms"

Problem-solving workshops for new students

Another series of problem-solving workshops for the 21st Year Class has begun in March of this year. This time, the leading topic is: "The state in the context of the fallibility of market mechanisms". As in previous years, the students will be analysing a series of important public problems.

Workshops constitute an important part of the educational process. They allow students to develop teamwork skills and the ability to actively participate in discussions. The students conduct research and analyses of selected problems relating to the key topic. Workshop activities are held in small groups.

During this year's workshops, the students will be analysing the following detailed problems:

- The role of the state regarding the side effects of economic development. Waste Utilisation Policy (Dr. Bogusław Czarny);
- The role of the state regarding the problem of equal opportunities. Programmes regarding extending free access to internet (Dr. Marcin Sakowicz);
- The role of the state regarding the fallibility of self-regulatory mechanisms on the labour market. Public programmes for encouraging employment among the 50+ year olds (Dr. Andrzej Zybała);
- The role of the state regarding the problem of equal opportunities. Mechanisms for equal opportunities in pre-school and early school education (Dr. Anna Wojciuk);

- The role of the state regarding access to public goods. EU funds as an example of state intervention in market mechanisms [regional development] (Dr. Piotr Maszczyk).

The students work on a report in five different groups. The report will be a comprehensive, analytical work comprising an analysis of the subject matter of the workshop on the state of affairs in Poland and in those EU member states the students are due to visit as part of their foreign study trips. Each group also has to prepare two case studies describing the solutions in operation in the countries visited.

In the course of the workshops, the students of the 21st Year Class will participate in two study visits, during which they will attend lectures by foreign experts. The first visit planned is to Brussels, where the students will get acquainted with basic knowledge on the institutions of the European Union. The second visit will include specialist presentations, allowing the students to carry out international comparisons of the problems under analysis, as required for the report and case study.

The workshops will conclude with a presentation of a completed report and a case study, which technically speaking, are to be prepared in accordance with the guidelines. Groups will present their reports at a conference that will conclude a series of workshops. The reports are then gathered and printed in the form of a book.

In 2007, the students of the Stanisław Staszic Year Class worked in seven groups on the main theme: "Cooperation between the public administration and civic society organisations". In 2008, the students of the Andrzej Frycz-Modrzewski Year Class analysed many issues relating to the main theme: "Cooperation between government administration and local government administration". In early 2009, the students of the Bronisław Geremek Year Class began to take part in workshops focused mainly on the theme: "Social participation in the activities of the Polish administration in comparison to such participation in other countries of the EU".

In 2009, the students of the Królów Jadwiga Year Class analysed issues regarding the main theme: "Current problems of the state's social and economic policy". In the same year, the students of the Józef Piłsudski Year Class also began to work in group workshops on the theme of: "The presidency of the European Union - Poland's preparation for presidency of the EU Council".

KSAP recently held a seminar workshop on the theme of the functioning of the State. Guest speakers included Speaker of the Lower House, Bronisław Komorowski, as well as Head of the Mazovian Province, Adam Struzik

Challenges for the state and its citizens

KSAP has a long tradition of hosting meetings with key Polish and international public figures. In 2008, these took the form of seminars devoted to political figures. Recently, KSAP students had the opportunity to meet the Speaker of the Lower House, Bronisław Komorowski, as well as Head of the Mazovian Province, Adam Struzik.



Bronisław Komorowski,
Speaker of the Lower House

The seminars were attended by politicians, domestic and international experts in many fields, as well as high level officials. Adam Struzik discussed issues relating to the utilisation of EU funds in Mazovia. He pointed out that it may be necessary to introduce a new administrative division to ensure that the province continues to qualify for EU funds under the new budget. Currently, due to the high level of development in Warsaw, the cap on EU funds allocated to the entire region has been exceeded. Warsaw's GDP constitutes 160 % of the average GDP of the EU, while that of all other areas in Mazovia is below 75 % (sometimes only 40%). The GDP of

the entire province of Mazovia constitutes 83.6% of the average GDP of the EU. Only those regions with a GDP of less than 75% of the average GDP of the European Union qualify for EU funding.

In Struzik's opinion, Warsaw and the rest of the province should be divided into two separate statistical units. As a result, the GDP of the Mazovian region would decrease by 10 percentage points and in this new financial perspective, the region would only receive 542 million euros less than now. A similar solution using the NUTS 2 subdivision has been used in Great Britain. In other scenarios, the region would lose 1,654 million euros.

The guest speaker also indicated that "Mazovia should retain its social, economic and territorial cohesion, namely through balanced development. For that reason, we should define new indexes for regional development. In addition to GDP, it is worth taking into account the Human Development Index, the Human Poverty Index and the Quality of Life Index as well".

Adam Struzik also discussed the issue of an adjustment (so-called "Robin-hood") grant. He indicated that in 2005, for example, Mazovia paid almost 940 million zlotys to the national budget, which constituted 24 % of its taxation revenue. In 2010, this figure will rise to 54%. Consequently, between the years 2004 to 2010, this amount will total 3.5 billion zlotys. Therefore, Mazovia will need to finance its development through credits and loans. As a result, there is an increased risk of exceeding the permissible 60% debt level.

During the discussion, the students raised the issue of the poor use of EU funds in the region, the issue of the subdivision of Mazovia and the question of modernisation of the Mazovian Railway company, which belongs to the Office of the Head of the Mazovian Region.

Legislative Powers in Poland. During the seminar with the Speaker of the Lower House, Bronisław Komorowski, the students learned about the history of the functioning of the administration of the Speaker in Poland compared to that in other European countries. The guest speaker also presented his role and the function that the Speaker of the House currently serves in the Polish state. He asserted that as the second most important

public figure after the President, he does not have any directorial powers and only fulfils the role of “skipper” and organiser of the Polish parliament. His legislative powers are relatively broad compared to those granted in other European states, allowing him to intervene in the legislative process. The Speaker of the House can have a draft Act assessed from the legal perspective by referring it to the Legislative Committee and the European Law Commission.

During the discussion, the students asked whether the Lisbon Treaty’s entry into force had triggered any changes in the role of the Speaker of the House. Bronisław Komorowski mentioned the increased role of national parliaments introduced under the Lisbon Treaty. He also pointed out the need to establish a filtering system for the EU’s legal output, in order to check for those legal Acts that may breach the subsidiarity rule and the interests of the state. Unfortunately, the drawback of such filter is that it would prolong the legislative process. The students stressed the poor quality of legislation and the insufficient impact of the mechanisms for regulatory impact assessment. The Speaker



Adam Struzik,
Marshal of the Polish voivodship
(province-region), Mazovia

of the Lower House also underlined the need to strengthen the role of the legislative services, for they are the only ones in the position to check for any errors before a draft Act is referred to parliament.

Some other questions touched on the Decree of 1938 on the abolition of freemasonry in Poland, the proposed amendments to the constitution concerning changes to the way Parliament operates, as well as potential solutions for increasing its

efficiency. The Speaker of the Lower House stressed that he supported strengthening the executive power, by means of its concentration, while at the same time increasing its supervision over Parliament and making the President accountable for his decisions. Students also asked about the tendency to amend legal acts every Parliamentary term, the state of lobbying in Poland, the Chancellor and Presidential system and issues concerning the number of MPs.



Agreement on Cooperation with a branch of the North-Western Public Administration Academy in Kaliningrad

Agreement on Cooperation

On 4 February 2010, the National School of Public Administration signed a cooperation agreement with a branch of the North-Western Public Administration Academy in Kaliningrad. The agreement, which is beneficial to both parties, constitutes the basis for strengthening future cooperation between the two institutions. The Russian delegation was headed by Dr. Victor Romanovskiy, the Academy’s Deputy Director. During the meeting, the guests were interested in the operation of KSAP and expressed their willingness for extensive cooperation.

The agreement is a frame agreement. Its objectives include: support for European civic society; support for cultural and social dialogue among the Baltic states in the European context; support

for the development of partnership relations between Kaliningrad and Warsaw; support for the mutual exchange of knowledge, skills and experience; and strengthening long-term strategic cooperation between the parties within a wide scope of activities.

The signatories to the agreement agreed that they would cooperate closely on developing and implementing joint educational projects, exchange their experience regarding public service training, and cooperate on the exchange of students and specialists and the organisation of seminars.

The financing of bilateral cooperation between the parties is to be conducted on the basis of equal and mutually beneficial grounds. i obopólnie korzystnych podstawach.

KSAP football team participates in the Seventh CCIFP Cup

Emotions in football

On 13 March 2010, the football team representing the National School of Public Administration participated in the Seventh CCIFP Cup held in Warsaw.



It was organised by the French Chamber of Commerce in Poland (Chambre de Commerce et d'Industrie Française en Pologne). The KSAP's line-up was as follows: Mariusz Berent, Marcin Filipiak, Łukasz Jachimowicz, Damian Jakubik, Kornel Konarewicz, Sławomir Mosór, Daniel Pławiński, Robert Senger, Tomasz Smoleń and Paweł Wnuk.

Twenty-eight teams participated in the tournament, which were divided into seven four-team groups.

The KSAP team played three 15-minute matches in which: it lost 2:3 to ESSILOR (goals scored by Filipiak and Wnuk); it drew 3:3 with the LYCEE FRANCAIS (goals scored by Mosór, Jakubik and Smoleń) and it beat WYBOROWĄ S.A. 2:1 (goals scored by Jakubik x2). Thanks to the group's results, the KSAP team qualified for the tournament play-offs. In the 1/8 final, KSAP played the GENERALLI team. After a tough game, they had to admit defeat, losing 1:4 to their rivals (goal scored by Mosór). In the final ranking, KSAP was placed 8-14, which is a better result than in last year's tournament.

KSAP together with ENA in Ukraine

Dr. M. Sakowicz and Dr. W. Mikułowski from KSAP visited the Ukraine from 22 to 26 February in order to implement the ENA-KSAP twinning project. Its aim is to improve the system of training for civil servants in Ukraine. Participants in the trip gathered information and carried out a functional analysis of the National Academy of Public Administration affiliated with the Ukrainian president in Kiev and its four regional centres.

The visit programme was divided into two parts. In Kiev, the French experts Jacques Skowron and Dominique Dalmas together with our own experts developed a common approach and methodology for reviewing the functions performed by the Academy. Then they all travelled to

Odessa, Kharkov, Dniepropietrowska and L'viv, where they held a series of meetings with representatives of the regional centres. The meeting concerned the internal functioning of the centres: their organisational structures, division of tasks, and management of resources necessary

for the realisation of the fundamental functions. They also discussed issues related to government and local government administration, as well as the information flow between the Academy and the regional centres.

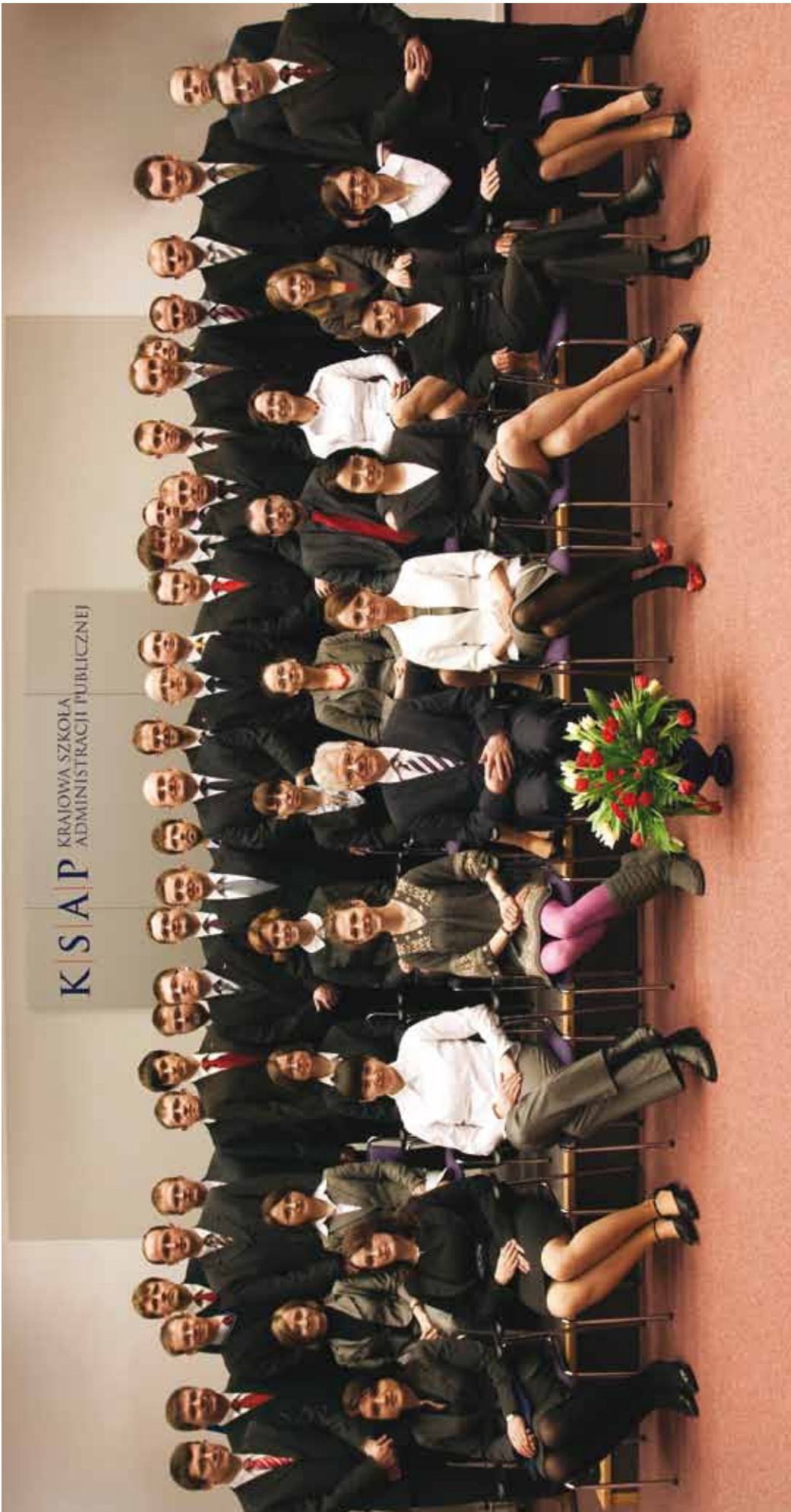
The visit will be concluded with a report analysing the Academy's operation and will be followed by a SWOT analysis and development of a new strategy.

KSAP Newsletter:

Editorial board: dr Andrzej Zybala, Bogdan Kowalski, Sebastian Szulfer

Photos: Sebastian Szulfer (located on the page – 1, 3, 4, 5, 7, 8, 9, 18, 19), KSAP archive (the rest of them)

e-mail address: biuletyn@ksap.gov.pl



The 18th Bronisław Geremek Year Class

On the left, seated: Alicja Sakowicz, Agnieszka Kłapeć, Magdalena Chrobak, Karolina Konarzewska, dyr. KSAP dr hab. Jacek Czaputowicz, Magdalena Szuber, Jolanta Wiśniewska, Barbara Kumor, Anna Siemaszko.

Second row, seated: Agnieszka Burda, Izabela Kaczmarek, Agnieszka Zabłocka, Jagienka Lisiak, Anna Paczkowska, Patrycja Brudnicka, Łukasz Wielocha, Agnieszka Żak, Anna Rojek. Na stojąco od lewej: Paweł Höffner, Zbigniew Pałka, Maciej

Klimowicz, Michał Markocki, Wojciech Nowak, Paweł Ksenydz, Krzysztof Danecki, Adam Kańtoch, Tomasz Ozimek, Aleksander Cichy, Wojciech Augustowski, Łukasz Mieszkowski, Michał Rybiński, Bartłomiej Bartos, Bartosz Wielgo, Maciej Pękalski, Ja-

kub Jabłoński, Andrzej Stolarek, Krzysztof Denko, Daniel Pławiński, Daniel Stanisze-wski, Andrzej Radniecki, Andrzej Kindzi-uk, Paweł Piotrowski, Jakub Wąsowicz, Jarosław Szajner, Sławomir Mosór, Łukasz Wolin, Krzysztof Pierzchała.

Report on the Activities of the National School of Public Administration (2007-2009)

School for professional administration personnel

In the years 2007 to 2009, the National School of Public Administration saw balanced development both in the quality of its full-time studies and lifelong learning, as well as its material resources – Director Jacek Czaputowicz, PhD writes in his foreword to the Report.

Once every three years the Director of the National School of Public Administration presents a report on the School's activities. The latest report presents the School's activities in the years 2007 to 2009.

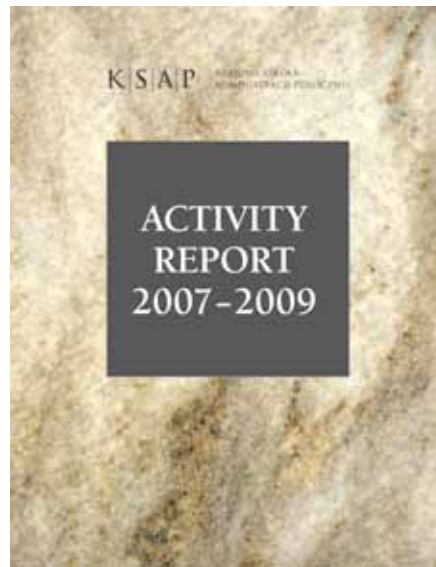
Emphasis on Professionalism

The School has developed a professional and comprehensive model for full-time studies and lifelong learning. It provides students with theoretical knowledge about the structure of the state and public policies, as well as essential practical skills.

In the period in question, 158 students graduated from Classes 15 to 17: Stefan Starzyński (2005-2007), Stanisław Staszic (2006-2008) and Andrzej Frycz-Modrzewski (2007-2009). All of the graduates found employment in public administration in positions recommended by the Chairman of the Council of Ministers.

Studies at KSAP continue to be popular. In 2007, 195 candidates applied for a place out of which only 54 people were accepted. In the following year, out of 177 candidates, only 49 started their studies. There were two separate phases of recruitment in 2009. During the first phase, 29 people out of 163 won places and during the second, 38 out of 250.

KSAP students undergo tests aimed at assessing their leadership qualities. They receive individual advice about which of their skills need improving. The students are served by better and better-educated and more qualified staff. The School is constantly on the lookout for employees with unique abilities who can teach our future civil servants at the highest level. The School cooperates with outstanding practitioners and experts from public administration institutions to deliver



The School has developed a professional and comprehensive model for full-time studies and lifelong learning. It provides students with theoretical knowledge about the structure of the state and public policies, as well as essential practical skills.

lectures and conduct workshops and other types of activities.

Important organisational changes took place during the last three years. In the period under discussion, the School witnessed significant modernisation of its material resources. A number of IT products were purchased to streamline the teaching process. The School has implemented

software allowing it to monitor whether students' work is fully independent. This illustrates our commitment to ethical norms, as well as the emphasis on the quality of the written work. In addition, investments in IT were made.

Between 2008 and 2009, changes were introduced to the full-time and lifelong learning programmes. In September 2008, two new sets of rules were introduced: organisational rules, defining the scope of responsibility of the School's units; and rules pertaining to full-time studies. The latter set of rules introduced a new approach to assessing the students' work. The following were of particular importance to the management of KSAP:

- introducing a twice-yearly student recruitment process;
- verification and development of the curriculum;
- education based on three instead of seven thematic blocks;
- adoption of new internal documents: rules for full-time studies and organisational rules, as well as decisions regulating the day-to-day activities of the School;
- increasing the number of students, due to holding two independent recruitment processes during the year;
- introducing new management principles, including the engagement of full-time lecturers with academic experience in public administration;
- implementation of an e-Learning technology platform;
- implementation of a programme monitoring the independence of students' work.

The structure of employment at KSAP underwent changes in the period under discussion. The School discontinued the positions of Director's advisors. In September 2008, eight full-time lecturers were appointed from among those who had previously cooperated with the School. The number of teaching staff went up, while the number of administrative personnel was reduced.