Civil Service Image
- working team recommendations

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Why to build the image of civil service?

- ➢ If people **perceive things** as real, **they are real** in their consequences

- ➢ **Public opinion** usually refers to **stereotypical** image of public administration

- ➢ **Increasing public trust** is one of the best ways to enhance public sector **capacity**, lower **activity costs**, encourage politician to run **key reforms**

Civil Service Image working team

- ➢ Established in 2010

- ➢ Consisted of **experts** in the field of social sciences, **DGs** and **civil servants**

- ➢ The main task: to **constitute recommendations** within **direction**, **scope** and **methodology** of **in-depth research**

2011 Research

In 2011, *Civil Service Department* in cooperation with *ARC Rynek i Opinia Research Institute* launched qualitative and quantitative research on the civil service image

- ➢ **focus group interviews**

- ➢ **in-depth interviews** with key civil service **stakeholders**

- ➢ content analysis of **media coverage**

- ➢ **discourse** analysis

- ➢ survey on a **representative sample** of Poles

The results of the research

Knowledge about the civil service

Rational level

- Very general knowledge

- Only experts and specialists well informed

- No clear distinction between:
  - Government and self-government administration
  - Public administration and politics

POLITICS

STATE
ADMINISTRATION

SELF-GOVERNMENT
ADINISTRATION
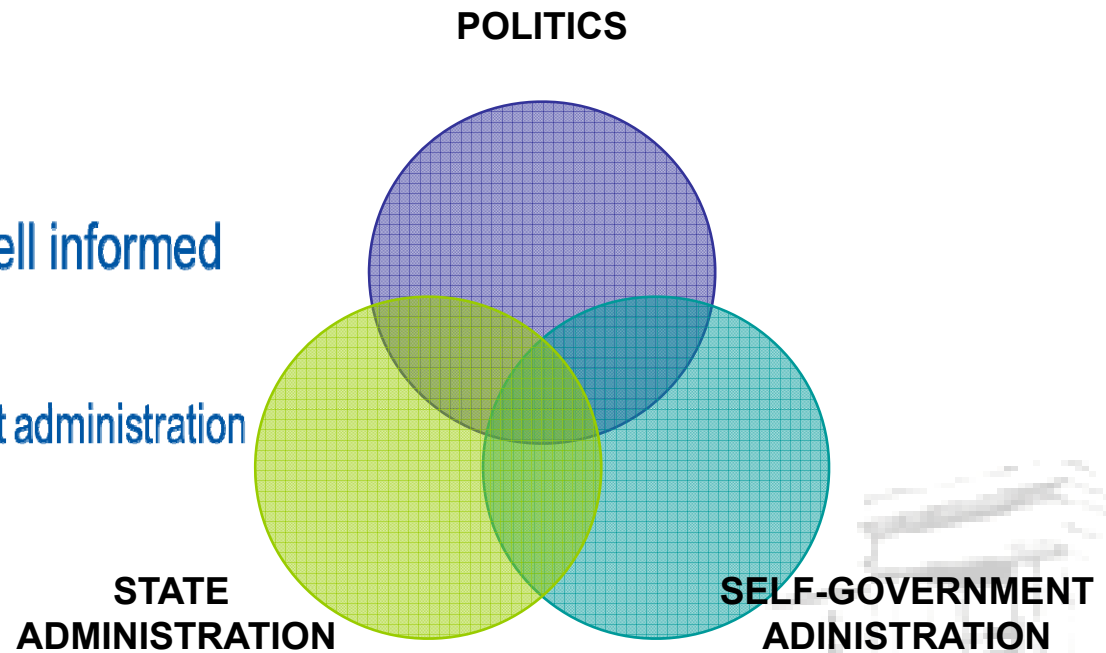
The results of the research

Stereotypes about civil service confronted with experience and changing reality

GENERAL STEREOTYPE:

- *overstaffed*

- *waste of time/money*

- *red tape*

- *arrogant, not competent*

- *hermetic environment*

- *corruption*

- *connections with politics*

LIMITED INDIVIDUAL EXPERIENCE:

- *friendly and competent service*

- *fast and easy access (phone calls, SMS, Internet)*

- *goodwill and assistance*
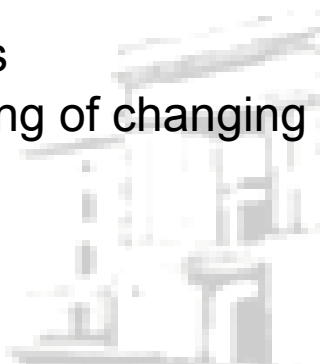
- *professionalism, knowledge*

The results of the research

Civil service as a workplace

Advantages	Disadvantages

• **Stability** and **safety**
   ➢ permanent job
   ➢ protection from labour market fluctuations
 	
 • **Additional benefits**
   ➢ access to persons and information
   ➢ opportunity to settle own individual matters
   ➢ fringe benefits
	• Relatively **low remuneration**
	
	 • **Frustration**
	   ➢ routine, boring tasks
	   ➢ continuous monitoring of changing legal regulations
	   ➢ difficult clients
	   ➢ high level of stress
	   ➢ responsibility

The results of the research

Conclusions

<u>Image of civil service</u>:

➢ Determined by a complex set of **social**, **cultural, organizational** and **economic factors**

➢ Shaped both by individual **everyday experience** and external **clichés** and **stereotypes**

➢ Difficult to modify but **changing in a long term perspective**

The results of the research

Conclusions

Image of public administration – a multidimensional picture:

- ➢ Trust in public administration based on **professionalization** and **integrity** – citizen perspective

- ➢ Quality of public services – **clients perspective**

- ➢ **Attractiveness** of public administration as a workplace – employees perspective
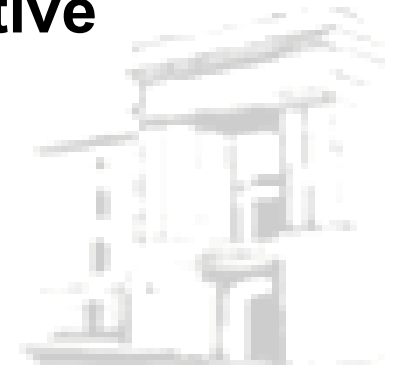
Recommendations:

Recommendations on building public trust in the civil service and communication with the media (in progress)

Including:

1. **Objectives** of civil service public communication and the main **target groups**

2. **Principles of communication** between civil service and the media

3. **Recommendations** on **active** information policies

4. **Manual** of organizational **communication plan**

Recommendations:

1. Objectives of civil service public communication and the main target groups

➢ **Objectives:**

❖ **achieving** the correct **identification** of the term "civil service"

❖ **civil service** equals **professionalism**

❖ **building public confidence** in the civil service and **crushing stereotypes**

❖ **promoting** the civil service as a good and trustworthy employer

Recommendations

1. **Objectives of civil service public communication and the main target groups**

➤ **Main target groups:**

❖ representatives of **political parties** and **opinion leaders**

❖ **journalists** and people dealing with **the media**

❖ **learners**

❖ persons applying **for a job in civil service**

❖ **members of the civil service**
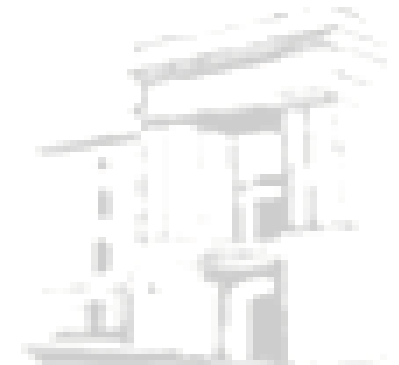
2. Principles of communication between civil service and the media

➢ The principle of **openness** and **transparency**

➢ The principle of **certainty**

➢ The principle of **predictability**

➢ The principle of **rapid response**

➢ The principle of **open dialogue**

Recommendations

3. *Recommendations on active information policies:*

➢ **Raising the awareness of civil servants about mission and vision of civil service**

➢ Promoting **logo of civil service**

➢ **Crushing stereotypes by active information policies**

➢ Presenting the civil service as a **reliable employer**

➢ Active **attitude in dealing** with the media

➢ **More active cooperation between DG and the Head of the Office in performing information policies**

Recommendations

4. *Manual of organisational communication plan*

➤ The **aim** of the manual:

❖ to **support** the DGs and communication and media specialists in **organising communication in manageable and responsible way**

❖ to **support** the process of **development of communication plan and carrying out communication policies**

Next steps

- ➢ October 2012 – Open Day for civil servants organized by the Head of Civil Service – new approach towards communication (further focus on organising dedicated conferences)

- ➢ December 2012 – **Civil Service Department website** (fully operational English version)

- ➢ January 2013 – launching of the **Civil Service Newsletter**

- ➢ 2013 – organisation of an **interactive** central training on **effective internal and external communication and information policy**

- ➢ 2013 – new structure of **the Forum of DGs**

Thank you for attention!

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