

CONTRIBUTION OF MS. BARBARA SOŁOMIEWICZ, MANAGER – KRUS OF BIALYSTOK – POLAND

Presentation n°2

« Distribution of executives' teams in the context of the network restructuring while respecting proximity »

My name is Barbara Sołomiewicz. I am the Manager of the Białystok's Regional Branch of the Polish Social Agricultural Fund. I have a Law diploma from the Law and Administration Faculty of Gdansk, and I got my Master in Management at the Faculty of Management of Warsaw University.

I began my professional career in 1980 within the Białystok' Social Security Institution (General Scheme) where I had different positions: from trainee to Chief of the Pensions' Department. Since June 1992, I work at the Agricultural Social Fund. At first I was Deputy Manager of the Regional Branch and, in January 1996, I was promoted as Manager.

My responsibilities cover the following:

1. management and representation of the regional Branch,
2. supervision of operations carried out by local offices,
3. cooperation with the governmental bodies, local communities and agricultural organisations,
4. Branch personnel and salaries' policy,
5. management and administration of resources,
6. validation of financial and statistical reports and validation of procedures regarding public orders.

End of June 2007, before the reorganisation of the Social Agricultural Fund, the Białystok Regional Branch protected 52 530 farmers and their families as well as 53 604 pensioners. There were 6 local offices in this Regional Branch.

In Podlasie, there were two other regional branches: one in Augustów and the other in Zambrów. These branches use to supervise 9 local offices and cover part of the Warmia-Mazury and Mazowsze provinces (regions).

According to the new KRUS statute, the Augustów and Zambrów regional branches got the statutes of local offices included in the Białystok Regional Branch. In the same time, its action field was adapted to the administrative limits of the Podlasie province. Therefore:

- since the four local offices operated in provinces, Warmia-Mazury has been transferred to the Olsztyn regional branch,
- the management of the five communities of the Mazowsze province have been included in the local offices of Ostrowia Mazowiecka and depend on the Warsaw regional branch.

This was done in two stages, in accordance with the agenda approved by the President of the Fund. During the first stage, which was finalized in June 2008, the services for insured farmers and members of their families were transferred to the Olsztyn and Warsaw regional branches. The second stage dealt with the transfer of the pensioners' service and it was finalized in December 2008.

As from 1st January 2009, the new regulation of the Białystok Regional Branch was put into force, approved by the President of the Fund. According to the regulation, the regional Branch supervises the work carried out by the 13 local offices. Now, Białystok covers 106 420 insured members and 95 818 beneficiaries (2011 data).

In the framework of this reorganisation, the progressive transfer towards Augustów and Zambrow of a part of the duties that used to be carried out by the former branches has been done progressively.

As from 1st January 2009, all the tasks regarding data processing and telecommuncations, internal audit, buying of material, collaboration with external partners, organisation matters, the system of monitoring of quality, financial reports, statistics and planification have been moved to Białystok.

Some tasks, such as management of Personnel, wages and accounting were maintained in the local agencies of Augustów and Zambrow, under supervision of the regional Fund.

As from 1st September 2009, the tasks concerning salaries of employed workers have been moved from the accounting and financial departments of the Augustów and Zambrów local offices to the financial and accounting department of the Regional Branch.

As from 1st January 2010, the administration Fond has been transferred to the financial and accounting department of the Regional Branch.

Therefore, the internal reorganisation of the Białystok Regional Branch, which came into force on 1st April 2010, has led to the following changes:

1. the suppression of the Zambrów and Augustów financial and accounting departments which used to be in charge of the contributions Fond of the Social Agricultural Insurance and of the contribution Fond,
2. the transfer to the Regional Branch of tasks concerning the matters regarding personnel ,
3. the inclusion of the enterprise records into the Regional Branch.

This reorganisation led to a progressive reduction of employment. Before it, in Podlasie, there were 3 regional funds which had 444,5 posts (equivalent full time). With the reorganisation, the number fell down to 411,5 posts(equivalent full time).

The reduction of employments has been followed by the departure of some salaried workers who were retiring, the suppression of some working contracts because some workers found another job and, as a consequence it also led to some agreements not to prolong some renewable fixed term contracts. The employees who used to work in the department that were incorporated in the local offices of Augustów and Zambrów as well as the ones that belonged to the branches were some tasks diminished were offered another job in the Regional Branch.

The changing process within the action sphere of the Białystok Regional Branch with its merger with the new State administrative division lasted almost two years.

The rationalization of the organisation structure and of the employment has had no impact on the Manager's skills. It has nevertheless reduced the number of Senior Executives and it also made it possible to better carry out the tasks that are under the responsibility of the Regional Branch and its local offices.