

Etiquette, Diplomatic Protocol and Savoir-Vivre as the Code of Conduct for Police Officers

Beata Bekulard

ORCID: 0000-0002-6409-4718

Police Academy in Szczytno, Poland

Abstract. Principles of good manners are associated with courtesy, politeness, tact, good behaviour standards, or savoir-vivre. They include a set of specific rules of conduct that are approved of by a given community. Because courtesy plays an important role in shaping interpersonal relations, the knowledge of etiquette by officers of the services subordinate to and supervised by the Minister of the Internal Affairs and Administration in Poland is the basis for functioning in day-to-day service. Unfortunately, the notions and principles of etiquette are often confused with the principles of an official ceremonial protocol in business pragmatics. This article features the basic principles which should be followed, and not only by every police officer. After all, ignorance of the rules of protocol may lead to our being ridiculed, along with the force which we represent, both in professional and private life.

DOI: 10.5604/01.3001.0014.6701

<http://dx.doi.org/10.5604/01.3001.0014.6701>

Keywords: etiquette, protocol, diplomatic protocol, ceremonial protocol, savoir-vivre, uniformed services, law enforcement officer

Introduction

'Anyone who adheres to the principles of diplomatic protocol and etiquette is always seen as worthy of attention and trust. Good manners very often decide on professional and private success, and knowledge thereof makes it possible to maintain independence and freedom in all circumstances and situations. In turn, ignorance of these principles and social standards most often leads to confusion and ridicule not only of the country we come from, but above all, of ourselves!'

The knowledge of etiquette by law enforcement officers is the basis for functioning in day-to-day service. Unfortunately, the notions and principles of etiquette are often confused with the principles of an official ceremonial protocol in business pragmatics.

¹ Bortnowski A.W, Współczesny Protokół Dyplomatyczny Savoir-Vivre i Ceremoniał w Praktyce. Toruń, 2012.

Diplomatic protocol, ceremonial rules, etiquette and *savoir-vivre*

In the modern sense of the term, '**protocol**' indicates a **code of courteousness which combines diplomatic forms, ceremony and etiquette**. One should always bear in mind that the concepts of protocol, ceremonial rules and etiquette are not synonymous, although in many cases, they may overlap:

- **Diplomatic protocol** regulates relations between states and their representatives, defines the rules of conduct and behaviour of diplomats, the standards applicable to official contacts with the authorities of the state of accreditation, as well as to mutual relations between diplomatic missions of other states in a given capital city. The diplomatic protocol also regulates mutual contacts between persons representing a particular state as well as institutions and offices. It is part of international diplomacy and courteousness;
- **Ceremonial protocol** serves to organise official ceremonies, especially state and intra-organisational ones;
- **Etiquette** is the observance of behavioural standards and dress code in public situations;
- **Savoir-vivre (from French: savoir — to know, vivre — to live; 'knowledge of life')** — refinement, good manners, *le bon ton*, social niceties, knowledge of currently applicable customs, social forms and rules of courtesy acceptable to a given group.

As can be seen from the above definitions, it is not so easy to differentiate between these rules and concepts, especially as they are applied accordingly in the different departments of the uniformed services. The most important thing is to always follow the **principle of priority**, which is of great importance in all official contacts, and private ones, *e.g.* when introducing and bidding goodbye to guests, shaking hands, making seating arrangements at the table and at conferences, *etc.* Following this principle facilitates mutual relations, thus avoiding fundamental errors, misunderstandings and tactlessness.

Greeting and bidding goodbye versus shaking hands

The principle of priority shall be applied as early as when shaking hands, *i.e.* the person of the highest rank or being the highest in the hierarchy offers their hand first regardless of the sex. In addition, the priority applies to the following arrangements:

- a woman before a man;
- an older person before a younger one;
- a superior (a male one) in the workplace in relation to everyone regardless of their gender and age, with a woman being the first to offer her hand to her superior in a private situation;
- this form of greeting should be accompanied by a handshake, which can express respect, affection, friendship but also pride, indifference or even disregard.

In many situations, shaking hands is considered to be a kind a distinction. A person can feel offended if they are greeted by someone who does not shake their hand. Sometimes people shake hands negligently, touching another person's hand

only with their fingertips, which is always perceived as being inelegant or even rude. When shaking hands, one should also remember about the following:

- The handshake should be energetic and quite firm.
- It should be accompanied by eye contact.
- A nice, kind, polite smile is advisable.
- One should lean forward slightly during the welcome.
- The handshake should last 3–4 seconds.
- The welcome can be also accompanied by a phrase expressing pleasant emotions involved in meeting the person, *e.g.* 'Pleased to meet you'.

The most common mistakes when shaking hands are:

- Giving an emotionless handshake which is not accompanied by a smile and eye contact.
- Looking sideways, up or down, or talking to another person at the same time or holding the other hand in one's pocket.
- Shaking the hand up and down several times.
- Giving a 'glove-like' handshake, which consists in embracing the greeted person's hand with both hands (this handshake can be used among people who know each other very well).
- Giving a limp handshake, where no pressure whatsoever is applied.
- A woman offering her hand which is raised too high, thus indicating that she is expecting a kiss.
- Kissing a woman's hand during official ceremonies or on every possible occasion. This can be done in Poland for a mother, wife, fiancée. In other countries, kissing a woman's hand can be seen as ridiculous or even bearing a sign of sexual harassment!

One of the frequently used forms of courtesy is greeting or saying hello with a bow when it is not possible to shake hands. It is generally accepted that:

- a man bows to a woman — with no exceptions whatsoever, even if the man is a superior,
- a younger person bows to an older one,
- a subordinate bows to a superior,
- a person walking bows to a person standing up, and a person driving a car — to a person walking,
- a person approaching those already there.

To continue, the principle of priority also applies to forms of address. People who are in an official relationship with each other, when they meet for the first time or are unknown to each other, address each other using the following forms: pronoun 'you', Sir/ Madam, or the appropriate title, *e.g.* 'Captain', 'Rector', 'Doctor', 'Professor'. **No one, regardless of their position, age, gender or any merit, may address another person 'as you' without their consent!**

Proposing and changing to a less official form of address, *e.g.* calling a person by their first name or by using the pronoun 'you', shall be subject to similar rules as when introducing oneself and shaking hands, *i.e.* priority shall be given to:

- a person most senior in terms of rank, hierarchy or position,
- a superior before a subordinate,
- an older person before a younger one,
- a woman before a man.

Equally important as remembering a person's title is remembering the names of the people we are introduced to. One should make an effort to remember the names (both first and last ones) mentioned during introductions because if mispronounced or forgotten altogether at the next contact, such a situation will be treated as tactlessness. Therefore, it is worth keeping in mind the rules which make it easier to remember names:

- if a name is not remembered, you can ask for it to be repeated (but only right after the introduction);
- one can ask for a business card or discreetly write down a person's name;
- if one cannot remember somebody's name at the next meeting, one can admit the fact, but it is important to add a detail with which this person is associated, *e.g.* one can say: 'Your speech at the lecture last week made a great impression on me, but I am sorry I do not remember your name'.

When addressing a person, either in personal contact or in writing, one should also follow some rules. To address a director, minister, chairperson, or president, we say: Director (minister, chairman/chairwoman, president) + surname. Also in writing, although here, capital letters are used: Director (Minister, Chairman/Chairwoman, President). Deputies of these people are addressed in the same way. It is absolutely unacceptable to say: Deputy Director (deputy minister, deputy chairman/chairwoman, vice-president). It is also appropriate to use these titles for people who once held these positions. Ex-presidents are entitled to lifetime titles — such a person is always referred to as: Mr. President!

A professor, where the position is retained, is addressed by using the title of their office. A doctor and habilitated doctor are addressed with the title of doctor (although for a habilitated doctor, this is a titular downgrade).

In Poland, there are additional titles: the title of Excellency, which is given to the Head of State, the Prime Minister, ministers and ambassadors in official situations, and the so-called the purples (bishops collectively) and archbishops dressed in purple; a cardinal wearing purple is an eminence. If the hierarchs of the Church are not wearing purple robes, they are simply addressed as: bishop, archbishop, cardinal. The other title is the title of Magnificence (sounding as noble as Excellency), which is used to address the rector of a university, but only in a particularly solemn situation or moment, and in writing. On a day-to-day basis, the title of Rector is used. It should be stressed that one is obliged to remember the title of the person one has been introduced to, because the fact of the title being confused or forgotten is considered to be an etiquette 'transgression' or a gaffe.

Visiting cards

Business pragmatics knows the principle of becoming acquainted through the exchange of business cards. Their look and even format cannot be random, but rather uniform for each service. They are used to facilitate contacts when meeting people and conducting correspondence. In modern diplomatic practice, visiting cards are no longer sent for the purpose of making acquaintances, but are exchanged with newly introduced persons at the first opportunity. However, one should bear in mind the rigid hierarchy of positions, which is also characteristic of the Police, so a lower-ranking officer should not be the first to hand out a business card to a higher-ranking officer unless explicitly asked to do so. Once handed over,

the cards should be clean and free of the slightest signs of damage. They are supposed to be exchanged in a discreet way at the end of the conversation, and should be read immediately upon receipt in the presence of the handing person and only then pocketed. By no means are they to be exchanged at the table while eating!

Contemporary language also knows additional meanings of the word 'visiting card' — in the Polish language, it can be understood figuratively as a 'showcase', i.e. it can embody or represent a feature of the institution in which we work. This metaphoric functioning of this term shows to what extent an appropriate business card — just like clothing — can be indicative of its owner. Its proper and elegant design will ensure that when looked at by a given business partner, most often long after the meeting took place and when the memory of the first contact has faded, it will be a business card which will bring back the memory of the meeting. This is why a pretentiously designed, tacky, sloppy or stained card will surely spoil the positive image that a given person has managed to create.

Visiting cards have standard dimensions of 90x50 mm, i.e. they have the shape of a horizontally extended rectangle. The graphic layout of a business card should be simple and the amount of information provided should decrease depending on the status of the person using it, i.e. the more important a person is, the less information should be given. Visiting cards are printed on one side of a rigid cardboard, which is usually white. (Bilingual business cards printed double-sided are a wrong design — if one needs business cards in foreign languages, they should be printed on one side, each business card separately in a given language). The cardboard can be smooth or have a rough, decorative texture. The details should be printed in a single colour, usually a black ink, using no more than two types or font sizes to distinguish the name. Convex printing may be used for the institution's logo and may therefore be in colour, but this is the only colour touch permitted on visiting cards, provided that the colour is the same as the original logo. No medley, both when it comes to paper selection and printing, is regarded as elegant. The most legible graphic layout is the one in which the logo of the institution is placed in the top left-hand corner and next to it, centrally on the card, is the name of the institution. In the middle of a business card, there is the name and surname together with professional and scientific titles (academic title from doctor and above), below the position of the card holder. In the bottom corners of the card, there is the address of the institution and contact details (provided they are written without spelling or punctuation errors), which can be separated by a thick or thin line.

Talks and conversations

Etiquette also dictates the rules of holding talks. One should always express one's thoughts clearly and precisely in order to be understood by the recipient of the message. This requires not only the exact pronunciation and accentuation of words, but also the observance of grammatical and syntactical forms, as well as the proper sound of the voice. The quality of a conversation is determined by its content, i.e. what is being said, but the way in which conversations are conducted is not without significance. The tone of a conversation is an important factor that has a great influence on its course. It can even change the meaning of the words being uttered, because it can be expressed both seriously, jokingly, mockingly, courteously and sharply. It should be remembered that

one of the logical and linguistic errors is the use of pleonasms (*i.e.* tautological redundancies — expressions where one element contains the same content as the other one), *e.g.*: to reverse back, public democracy, wrong mistake, to continue on, to return back, mutual cooperation, kill oneself to death, an authentic fact, in the month of May. Sometimes, foreign words and phrases are used during discussions, most frequently ones coming from Latin, French, German or English. Please be careful, because their use can cause misunderstandings as the interlocutor may not understand their meaning, or may misinterpret them. Conversation-makers can also lay themselves open to ridicule if they use words or phrases which they do not understand or mispronounce, *i.e.*:

‘Ad rem’ — (Latin) to the point,

‘Ad hoc’ — (Latin) on an interim basis, without prior preparation,

‘Faux pas’ — (Fr.) blunder, gaffe.

Telephone conversations

Nowadays, there are a lot of telephone conversations during the day, some of which replace direct contact, so in order for them to have the desired effect, *i.e.* to convey information precisely and to communicate without any misunderstanding, callers should:

- Speak distinctly, focussing on the subject of the conversation, which has a clearly planned beginning, and try to ensure that nothing interferes with it.
- Pronounce words slowly, especially technical terms.
- Modulate the timbre according to the topic and content of the conversation.
- Answer the phone within up to five rings and wait for the phone to be answered within the same time span of five signals.

At the table

We often take part in organised, occasional events, hence it is important to know the table seating arrangements. Seating people around the table appropriately is a difficult and responsible task. It requires the principle of priority, and careful consideration and tactfulness so as not to offend anyone and ensure that everyone feels good.

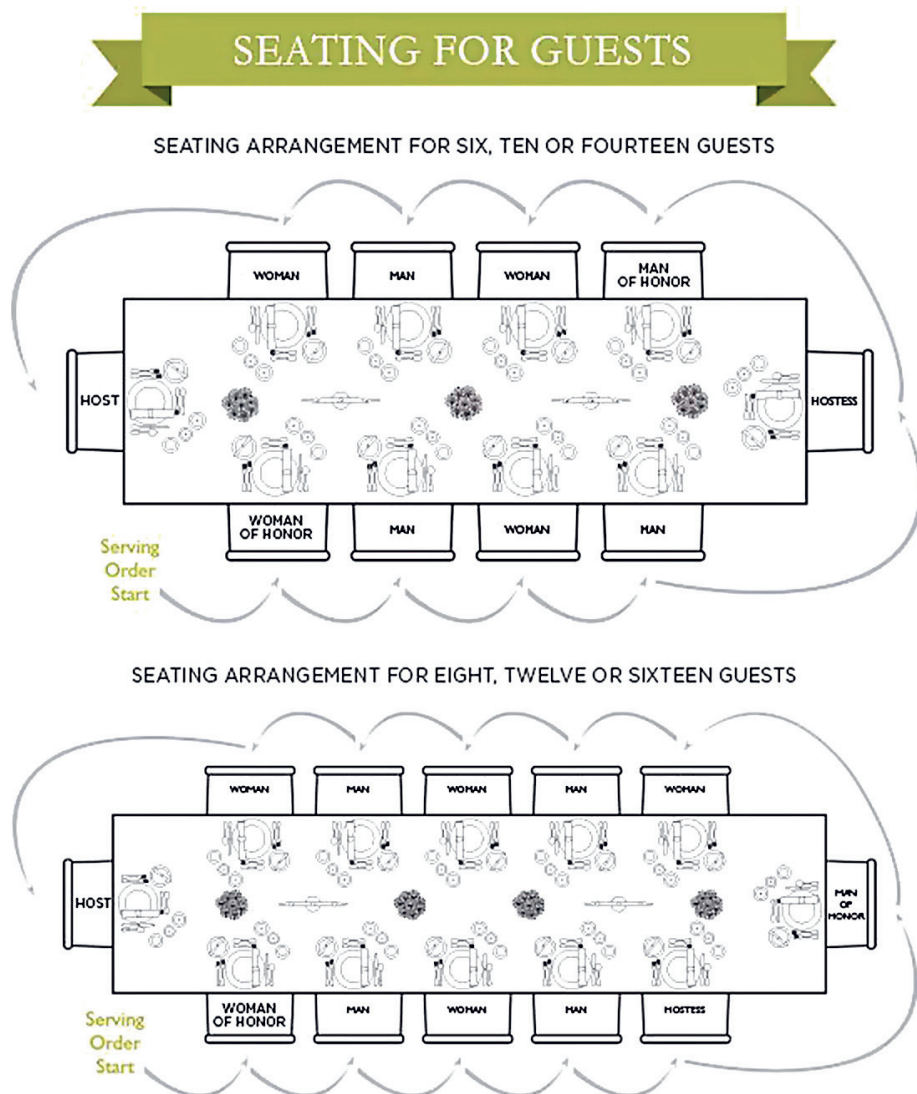
Everywhere and at all times, the following general rules for seating guests at the table should be followed:

- men and women are to be seated alternately;
- seat spouses opposite each other rather than together;
- always seat fiances together;
- strangers or people who do not know each other well are seated together;
- do not seat together persons who are in conflict or who dislike each other;
- the first position of honor for a man is always to the right of the hostess;
- the first position of honor for a woman is always to the right of the host;
- the second position of honour for a man is next to the woman sitting next to the host;
- the second position of honour for a woman is next to the man sitting next to the hostess.

The host will sit in the middle or at the head of the shorter side of the table to have all of the guests in view and observe the work of the waiters. Opposite

the host, the most important guest is to be seated. The guest who is the next in seniority shall take seat no. 1, which is to the right of the host, while the seat to the left of the host shall be taken by the guest no. 2 on the list of guests. To the right of the main guest, will sit co-host number I and to the left of the main guest, co-host no. II, as shown in the Figure below:

Fig. 2. Table seating arrangements

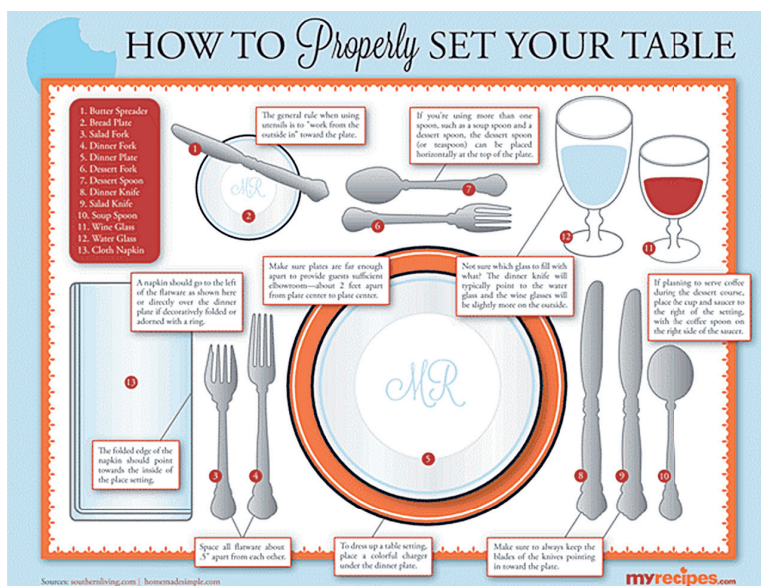


Source: Electronic source: <https://pl.pinterest.com/pin/432978951650396172/>, accessed: 5.08.2020.

Table setting guidelines

- all types of napkins are used for wiping hands and the mouth;
- only cloth and cellucotton napkins are used to protect clothing from staining;
- when reaching for a glass or wine glass, always wipe your mouth and hands so as not to leave greasy or lipstick marks, and do the same when leaving the table;
- before leaving the table, cloth and cellucotton napkins should be folded inwards in a manner preventing crumbs from falling onto the table and then placed on the table, on the left-hand side of the place setting;
- tissue paper napkins are also left on the table, folded inwards and placed on the left-hand side of the place setting; they are not put in any dishes whatsoever!;
- cutlery (knives, forks, spoons, teaspoons) intended for each guest should always come from a single set and be placed in the correct order of use, starting from the outside towards the plate as shown in the Figure below:

Fig. 3. Example of a table setting during formal events.



Functions and formal events

Functions are the most important kind of social meeting, which gathers a group of people around a common 'table'. Their purpose is usually to celebrate an important event in the company of valued or respected people, those we love, friends or contractors. Parties are an opportunity to make contacts and meet new people, to have interesting conversations — not only on business and professional topics

— and food goes perfectly well with this. Therefore, it is worthwhile to take a look at what types of functions and special events there are, because they can be either formal or private and can be divided into two types, taking place:

- 1) sitting down:
 - a breakfast (lunch),
 - a buffet lunch,
 - a banquet,
 - a coffee and tea break,
 - a reception;
- 2) standing up:
 - a cocktail party (usually a two-hour event can be held at noon at the earliest and not later than early in the evening. The optimal time for a cocktail party is either lunchtime, i.e. 1:00–3:00 p.m., or immediately after work, i.e. conventionally after 5:30 p.m.);
 - a buffet party (organised in the afternoon or evening, can be regarded as a simplified form of a reception proper, except that buffet parties do not have a table seating arrangement, allowing guests to sit down freely in different social compositions);
 - a glass-of-wine party (is a form of celebrating a name day, promotion or another important event which one wants to spend in the company of colleagues, taking place after work has finished, usually lasting no more than half an hour);
 - aperitif (a meeting aimed to whet the appetite before eating, when guests introduce themselves to one another and have loose conversations; the signal to end the aperitif is the opening of the official part of the main reception);
 - a garden meeting, e.g. a garden party, barbecue or a grill party (the rules are the same as for buffet parties).

Invitation to a formal event

- Guests are invited to parties and special events in person, by phone, letter or invitation card. Each invitation should include the following elements:
- who is inviting (alone or with his wife, to let guests know if the spouse should be taken into account when giving gifts);
- who is invited (alone or with one's spouse, so that there will not be any misunderstandings when the person invited arrives at the ceremony);
- the exact date and length of the occasional party (event);
- the form of the party (breakfast, lunch, cocktail, concert, etc.);
- in whose honour or on what occasion the reception is given;
- the venue;
- the dress code;
- in what form the invitation is to be confirmed:
 - a) the request for confirmation is indicated in the right-hand corner with a French abbreviation: *R.S.V.P.* — *respondes s'il vous plait* — meaning: 'please respond to the invitation'. Before the reception, it is very common to establish by telephone whether the invited person will

be able to attend the event, and only then is the invitation sent, just for confirmation purposes, with the *R.S.V.P.* crossed out, instead of which an abbreviation *P.M.* — *pour memoire* (from Latin: *pro memoria* — for memory) is written by hand;

- b) an invitation note — *En cas d'empêchement/regrets* only — indicates a reply if the person is unable to attend the event.

Participation in an official ceremony obliges one to dress appropriately. The principles of dress code, which should be observed, are as follows:

- When choosing an outfit, always take into account the type of fabric, its quality and cut.
- Keep the outfit in perfect order — all of the items of one's clothing should at all times be clean, well ironed and free of odours, such as tobacco.
- When choosing what to wear, one should take into account one's figure, height, complexion, etc.

Official dress

- Outfits depend on the nature and type of the ceremony, the level of protocol and time of day (one should follow the request of the hosts, who specify the type of clothing in the invitation, usually in the form of a note in the bottom left- or right-hand corner of the invitation).
- The absence of any mention of an outfit indicates that formal dress will be required.
- As mistakes in dress etiquette cannot be fixed, it is best to maintain a good mood and pretend that nothing serious has happened.
- a) Men's outfits are closely related to women's outfits.
 - Jacket — a suit or a formal dress
 - Tailcoat — a long evening dress or a ball gown
 - Dinner jacket — a formal dress, a very decorative or long dress

Women's formal outfits

- Before 7 p.m. — a formal dress or a suit
- After 7 p.m. — a formal dress or another one specified in the invitation
- Men's formal clothing should be completely dark and single-coloured and should consist of a cuff shirt fastened with cufflinks and a tie to match, preferably plain, without any patterns
- b) The most common mistakes in men's outfits.
 - Failure to maintain the correct harmony between the different parts of the outfit (multicolour clothing).
 - Wearing clothes which do not take into account the time of day, the type of celebration, and which sometimes disagree with the note on the invitation.
 - Wearing an unbuttoned jacket or waistcoat when walking and standing up.
 - Gaping collar.
 - Shoes which do not match the outfit, e.g. brown shoes worn with a formal outfit.
 - Wearing a tie which is too short, too long or badly knotted.
 - Creased or not very fresh outfit.
 - Wearing socks which are too short or the wrong colour.

- Pockets are stuffed with various items.
- Keeping one's hands in one's trouser pockets.
- Wearing glasses, a pen or a comb in a buttonhole.
- Trousers legs or jacket sleeves are too short.
- c) The most common mistakes in women's outfits.
- Failure to maintain the correct harmony between the different parts of the outfit, accessories or decorative items.
- Wearing clothes which do not take into account the time of day, the type of celebration, and which disagree with the note on the invitation.
- Wearing a hat every day and for every occasion.
- Wearing too much makeup, numerous ornaments, large or very low necklines, too short or very tight-fitting trousers, skirts or dresses.
- A careless hairdo which does not match the type of look and the time of day.
- Wearing culottes.
- Very long and brightly painted fingernails.
- Lack of tights or stockings.
- Excessive use of perfume or wearing perfume which is not well suited to the time of the day.

Precedence of positions

Precedence of the top positions of authority in the Republic of Poland:

The basis for the precedence of positions in Poland is the Constitution of the Republic of Poland and the relevant regulation by the Minister of Foreign Affairs, according to which the most important officials are:

- President
- Speaker of the Sejm
- Speaker of the Senate
- President of the Council of Ministers
- Vice Marshal of the Sejm and Senate
- Vice presidents of the Council of Ministers
- Ministers — members of the Council
- Chief Justice of the Constitutional Tribunal
- First Chief Justice of the Supreme Court
- Chief Justice of the Supreme Administrative Court
- President of the Supreme Audit Office
- Ombudsman
- Ombudsman for Children
- President of the Institute of National Remembrance
- Chairpersons of Parliamentary committees
- Members of parliament
- Senators
- Chief of the Chancellery of the President of the Republic of Poland

- Chief of the Chancellery of the Sejm and Senate
- Chief of the Chancellery of the Prime Minister
- Secretaries of state

Precedence government and local government administration positions in provinces (voivodeships)

- Province governor (voivode),
- Province marshal,
- Presidents of provincial assemblies (voivodeship sejmik),
- Provincial vice governors,
- President of the Government Accounting Office,
- Presidents of the Local Government Appeal Board,
- Vice President of the Provincial Board,
- Vice President of the Provincial Assembly,
- Members of the Provincial Board,
- Provincial councillors,
- Director-General of the Provincial Office,
- Provincial Treasurer.

Precedence of local government posts in the counties

- County governor,
- President of the County Council,
- County vice governors,
- Vice presidents of the County Council,
- Members of the County Board,
- County councillors,
- County Secretary,
- County Treasurer.

Precedence of positions in the communes (municipalities):

- Head of the commune/mayor,
- President of the commune council (municipal council),
- Deputy heads of the commune (municipality),
- Vice presidents of the commune council (municipality council),
- Commune councillors/municipality councillors,
- Secretary of the commune (municipality),
- Treasurer of the commune (municipality),
- Village administrators,
- Head of the district (neighbourhood) council board,
- Deputy head of the district (neighbourhood) council board,
- Members of the district (neighbourhood) council board,
- Members of the village council,
- Members of the district (neighbourhood) council.

Conclusions

Good manners, good upbringing and correctitude — they are all the essence of protocol and mean nothing more than kindness towards people, courteousness, tolerance and control of emotions. These impeccable forms of behaviour should be ingrained and inculcated in people from early childhood. However, if a person was not lucky enough to be taught good manners in their family home, it can be made up for. The very desire to be correct and polite is already commendable, and the willingness to learn the principles described in the article will certainly increase the level of professional competence.

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About the Author

Beata Bekulard, police major, PhD in linguistics, specialisation: social communication; head of the Foreign Languages Department at the Police Academy in Szczytno. As an academic teacher at the Police Academy, she teaches social communication. Author of publications on social communication and internal security, deputy editor-in-chief of the Internal Security Journal. E-mail: b.bekulard@wspol.edu.pl

Streszczenie. Zasady dobrego wychowania kojarzą się z uprzejmością, byciem grzecznym, taktem, dobrymi manierami, bon tonem czy savoir-vivre'em. Obejmują zbiór określonych reguł zachowania, które są aprobowane przez daną społeczność. Grzeczność bowiem pełni ważną funkcję w kształtowaniu relacji międzypersonalnych dlatego znajomość etykiety przez funkcjonariuszy służb podległych i nadzorowanych przez Ministra Spraw Wewnętrznych i Administracji w Polsce to podstawa w funkcjonowaniu w codziennej służbie. Niestety pojęcia oraz zasady etykiety często mylone są z zasadami ceremoniału służbowego w pragmatyce służbowej. W niniejszym artykule Autorki przedstawiły podstawowe zasady, którymi powinien kierować się każdy funkcjonariusz i nie tylko, bowiem nieznanie zasad protokołu może zarówno w życiu zawodowym jak i prywatnym doprowadzić do ośmieszenia siebie oraz formacji którą reprezentujemy.

Zusammenfassung. Die Regeln guter Manieren sind mit Freundlichkeit, Takt, Bon-Ton oder savoir-vivre verbunden. Sie enthalten eine Reihe spezifischer Verhaltensregeln, die von einer bestimmten Gemeinschaft genehmigt werden. Gute Manieren spielen eine wichtige Rolle bei der Gestaltung von zwischenmenschlichen Beziehungen, deshalb die Kenntnis der Etikette durch PolizeibeamtInnen, die dem polnischen Innen- und Verwaltungsminister unterstellt sind und von diesem überwacht werden, die Grundlage für das Funktionieren im täglichen Dienst bildet. Vorstellungen und Prinzipien der Etikette werden oft mit den Prinzipien der Dienstzeremonie in der Dienstpragmatik verwechselt. In diesem Artikel stellten die Autorinnen die Grundprinzipien vor, die von jedem Beamten befolgt werden sollten, weil die Unkenntnis von Protokollregeln sowohl im beruflichen als auch im privaten Bereich dazu führen kann, dass wir uns selbst und die von uns vertretene Formation lächerlich machen können.

Резюме. Правила хорошего тона ассоциируются с вежливостью, воспитанностью, тактом, хорошими манерами, бонтоном или *savoir-vivre*. Они включают в себя набор конкретных правил поведения, которые одобрены обществом. Поскольку вежливость играет важную роль в формировании межличностных отношений, знание этикета сотрудниками служб, подчиняющихся Министру внутренних дел и администрации в Польше, является основой в ходе повседневной служебной деятельности. К сожалению, понятия и правила этикета часто путают с нормами официального служебного церемониала. В настоящей статье Автор раскрывает основные правила, которым должен следовать каждый сотрудник не только потому, что незнание правил протокола может привести к возникновению неловкой ситуации как в профессиональной, так и в частной жизни, но прежде всего потому, чтобы не оказаться объектом шуток над самим собой и формированием, которое он представляет.