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AREAS OF IMPROVEMENT OF PERSONNEL MANAGEMENT CIVIL SERVICE IN UKRAINE

Abstract

In recent years, developed countries of Europe and the world have begun to implement the competency approach to human resource management in the public service as a way to improve the effectiveness of the executive branch. Indeed, the level of knowledge, skills, and training of civil servants, their capacity for continuous personal and professional growth depends on the effectiveness of the implementation of government decisions in life and social development programs.

Keywords: public service, staffing, competence of civil servants, personnel management service.

Аңдатпа

Соңғы жылдары Еуропа мен әлемнің дамыған елдері атқарушы билік органдары қызметінің нәтижелілігін арттыру жолдарының бірі ретінде мемлекеттік қызметте адам ресурстарын басқаруда құзыреттілік тәсілді енгізуді бастады. Мемлекеттік қызметшілердің білімі, дағдылары мен біліктілігі деңгейіне, олардың үнемі тұлғалық және кәсіби өсуге қабілетіне қарай өмірге мемлекеттік шешімдер мен әлеуметтік даму бағдарламаларын енгізу тиімділігі байланысты болады.

Тірек сөздер: мемлекеттік қызмет, кадр саясаты, мемлекеттік қызметшілердің құзыреттілігі, персоналды басқару қызметтері.

Аннотация

В последние годы развитые страны Европы и мира начали внедрение компетентностного подхода в управление человеческими ресурсами на государственной службе как одного из путей повышения результативности деятельности органов исполнительной власти. Ведь от уровня знаний, умений, квалификации государственных служащих, их способностей к постоянному личностному и профессиональному росту зависит эффективность внедрения в жизнь государственных решений и программ социального развития.

Ключевые слова: государственная служба, кадровая политика, компетентности государственных служащих, службы управления персоналом.

Legislation in the field of public service focuses on the implementation of the competency approach to human resources management authorities. Low efficiency and quality of decision making in the executive branch are the consequences of lack of competence of civil servants. One way to improve the functioning of the executive branch is the formation and development of staff competencies of public service.

Legal and organizational aspects of personnel management of public service are considered such renowned scientists in the field of public administration, as Bytyak Yu, A. Voronkova, N. Dragomiretskaya, T. Zhelyuk, I. Koliushko, E. Kurasova, N. Lypovska, V. Martynenko, V. Malinowski, T. Pakhomova, L. Pashko, N. Rashytova, M. Rudakevych, S. Hadzhyradyeva and others.

Law of Ukraine from 17.11.11 № 4050-VI "On public service" [2] was adopted to improve the legal regulation of public service in line with European principles of public administration and communication reforms that launched a new state-managerial elite in the country. The main task of reforming the civil service provide uniform standards for recruitment, introducing systematic classification depending on the nature and scope of duties, creating a politically neutral of the civil service, the introduction of a transparent mechanism for the civil service, new approaches to personnel management in organs government, training, pay, disciplinary and material liability civil servant.

The legislation introduced competency approach to human resource management of the Civil Service, served to identify new practices of civil service concepts:

- profile of professional competence civil service – a comprehensive description of civil service positions containing executable content determination for the post and the list of special knowledge, skills and abilities required public servants to perform duties;

- the level of professional competence person – description of a person that is determined by the educational level, experience and level of language expertise and skills.

Office of the formation and development of competencies of civil servants provide effective interaction between actors (line managers and service personnel) and object (civil servant).

Formation competencies of civil servants has positive implications for human resource management in the executive branch:

- to develop common standards describe performance that will facilitate the establishment of relationships between government officials of different departments and levels;
- to organize an effective selection of civil servants through the selection of candidates for civil service positions in accordance with existing competencies in the candidate's required for the effective performance of duties and functions;
- to assess the competencies of employees and identify them under the required level;
- increased efficiency evaluation of civil servants, the accuracy of determining the level of competence of the person if all of its components;
- to identify strengths and weaknesses of each civil servant and use this information to identify ways of professional development;
- there is a reason for the inclusion of civil servants in the talent pool of the organization and planning of their career;
- to study areas of poorly developed competencies already working public servants.

For civil servants forming their competency profiles also have a positive impact, because helping the person to understand what the requirements are put forward to him and what qualities he should possess in order to work effectively, the strengths and weaknesses as a professional, and a team member; build intrinsic motivation for self-development, to professional development.

Organizational management algorithm competence of civil servants has the sequence:

- specialist services staff line managers develop competency profiles for each civil service position within the meaning of the work performed by the post and the list of special knowledge, skills and abilities required public servants to perform duties;
- HR professionals develop research methodologies personal, social and psychological competencies of civil servants;
- line managers determine the methods and ways of study-level professional, functional and managerial competencies;
- line managers and HR professionals conduct evaluation of civil servants (each subject separately) according to its competence profile and determine underdeveloped competence;
- based on information underdeveloped competence service personnel offers line managers and civil servants by professional and personal growth.

In the administrative-command system of personnel management issues addressed in our country various specialized units which are structurally separated and had different subordination and linear and functional managers, party and public organizations. The basic structural unit of management personnel in the organization are the personnel department, which was in fact no methodology, no information, no coordinating center personnel work. HR departments tend to have low organizational level, while remaining weak in a professional respect. Because of this, they did not perform a number of tasks to manage staff and ensure its normal operation. In the early 90's. last century reforming the Russian economy has put forward new requirements for the professional and personal qualities of workers. A new milestone in the development of the state, reforms implementation and managerial decisions require public employees to new knowledge and skills. The importance of public service personnel multiplied, it becomes a strategic resource. All this resulted in a change in the status, function and structure of service management.

To successfully control the formation and development of competencies of civil servants should be within the overall process of working with staff to identify subjects and objects of this control set between hierarchical and functional relationships, define their tasks and responsibilities.

A modern classic HRM. Armstrong, modern personnel office should play the role of interventionists, that observe, analyze and change for the better in the current process of personnel management [1, p. 100–101] Today it is impossible to consider HR only in administrative and legal aspects, not only the right to apply statutes, organize contests, prepare orders, and more. Today the role of service personnel is key in conducting civil service reform to enhance its professionalism and efficiency.

According to the Law of Ukraine «On Civil Service», in each public authority, the authority of the Autonomous Republic of Crimea or unit formed service personnel [2]. It is a separate subdivision and ensures the implementation of public service leaders in state bodies, bodies of the Autonomous Republic of Crimea or phone his office is responsible for documenting entry into the civil service, its

transmission and suspension, selection of personnel, planning and organizing events on improving level of competence of civil servants, as well as perform other functions. Unfortunately, to date, fixed ideas legislation to create a powerful service management staff with implementation. Even the structure of the National Agency for Civil Service no service personnel, and is the department of personnel work.

The main objectives of the service personnel are: ensuring the implementation of public service leaders in the public authority of its powers, to ensure implementation of the state policy in the civil service HR public authority; selection of personnel public authority, organization of activities to improve the professional competence of staff of the state power, organizational and methodological support personnel management in government agencies, direction, coordination, organizational guidance and supervision of the Human Resources subordinate organizations; documenting entry into the civil service, its passage and termination [3].

Service staff provides analytical and advisory support of the head of the civil service in government agencies on human resource management and makes it relevant proposals to improve the operation of the staff.

HR Service Specialists have specific tasks for managing the formation and development of competencies of civil servants:

- Provides technical assistance and monitors the development of job descriptions of staff a government agency;
- Examines the personal, professional and business qualities of individuals who apply for positions in government agencies, heads of subordinate organizations;
- Plans to move to civil servants public authority based on their individual abilities, training and performance, making appropriate proposals public service leaders in government agencies;
- Develop requirements for specialty (prepared person specialty) and other requirements for the professional competence of persons who apply for positions of public service groups II, III, IV and V;
- Develops and revises as appropriate profiles of professional competence of public service in government agencies;
- Examines the needs and making public service leaders in government authority for the organization of training, retraining and advanced training of personnel public authority and its subordinate organizations;
- Creates order and organize training, retraining and advanced training of personnel public authority and its subordinate organizations, provides the conclusion of appropriate agreements with educational institutions;
- Organizes the work on training personnel agency of the government;
- Organizes internal training staff apparatus government agency subordinate to territorial bodies, enterprises, institutions and organizations that are under their control;
- Provides counseling staff on professional development.

According to the law office staff has a leading role in developing profiles of professional competence of public servants with their line managers.

In public administration in developed countries like the USA, Canada, Germany, Great Britain, Austria, the Netherlands, has been used successfully competence approach that enables HR professionals to effectively take away civil servants, identifying complex performance proficiency (competence profiles) for specific labor functions and problem (competences profile).

Competence approach to the management personnel of public service can improve the effectiveness of selection and development of personnel. Yes, one of the technologies of this approach – or competence profile profesigrams – describes in detail the requirements for candidates for the position, which greatly facilitates the process of selecting the most suitable person for a specific position of public service.

We propose a definition of competency profile public servant – a set of requirements for professional knowledge, skills and psychological personality traits for success in a particular position of public authority under the duties and powers.

The purpose of the model depends on the competencies for which tasks and in which situations it will be used (special and general model, a model for line managers). Model competence – a set of knowledge and skills of employees and creates uniform standards of operation, the basis for the evaluation and promotion of employees.

Profiles competencies formed the basis of the goals and objectives of government authority, as well as on the tasks and powers of state employee in a particular position. Putting profiles competencies in HR civil service will enhance the effectiveness of such processes as:

- the selection of personnel for public service;
- development and implementation of programs of public service;
- formation of personnel reserve;
- an evaluation of staff;
- development of effective motivation system;
- movement of workers in the organization and so on.

National Agency of Civil Service has developed guidelines to develop profiles of competence of civil service positions in state bodies, bodies of the Autonomous Republic of Crimea or phone. These guidelines contain the structure and content of professional competence profile civil service, development of professional competence profile civil service positions, requirements for professional competence of individuals who apply for civil service positions, and examples of profiles competence heads of departments.

In the process of formation and development of competencies of civil servants service HR is a consultant and expert. Advisory mission services staff is in the following provisions:

- identification with line managers spectrum of competencies to effectively perform the duties and responsibilities of a specific position of public service;
- provide information on compliance competencies of candidates for civil service positions competence profile positions;
- advising government employees and their line managers on how to improve poorly developed competencies;

The role of expert is to analyze existing and identifying poorly developed competencies of civil servants to develop proposals to improve the competence of civil servants. Thus, specialists of Staff Interview with line managers, by the civil servant and his colleagues. According to competence profile positions conclusion about the level of development of each of the types of competencies.

One of the problems of the service staff of the executive power is insufficient number of staff. Thus, the position of specialist HR input to staff a public authority with the calculation to 35 people at one specialist service personnel. And in the case of local authorities, subordinate bodies, enterprises, institutions and organizations belonging to the executive authority, the number of staff increased depending on the number of personnel, maintenance of service which the service personnel (estimated at 50 people per specialist service personnel). This workload staff in personnel preventing them from physically perform effectively all the functions assigned to them. The main focus of HR services given workflow and organization of legal support of civil service. Big load specialist services personnel prevents the realization of individual approach to the selection of effective methods of public servants.

Another problem for better management of the process of formation and development of competencies of civil servants is the lack of professionals able to effectively analyze and determine the sufficiency or insufficiency of competence. For example, to determine the personality traits necessary to carry out a psychological diagnosis. It can be done only by professionals in the field. Specialist of staff without qualifications and professional education in psychology are not able to correctly identify as a public servant, which includes, for example, to the personal, social and psychological competence.

Means of modern psychological diagnostics are divided into two groups: clearly formalized methodologies and techniques was formalized. By clearly formalized techniques include tests, questionnaires, methods of projective techniques and physiological techniques. To clearly formalized methods characteristic of detailed regulation, standardization (establishing uniformity of processing and presenting the results of diagnostic experiments), the objectification of examination or testing procedure (exact compliance with the instructions, non-interference in the activities of the researcher tested), reliability and validity. Many strictly formalized methodologies brought to the level of computer implementation. These techniques may be appropriate to determine the components that make up personality and psychosocial competencies.

Few formal methods – this observation, conversations and interviews, analysis of the products. They provide valuable information on the subject, especially when the subject of study by such competence that there are objectification and formalization (conscientiousness in performing tasks, respect for citizens and colleagues).

Both techniques complement each other and should be used in combination. They are very time-consuming and require a lot of professional skills and experience psycho diagnostic.

Thus, on the basis of the foregoing we conclude that the service personnel authorities should take a key role in the formation and development of competencies of civil servants. To effectively perform assigned tasks to implement competency approach to human resource management of civil service offer to increase staff in personnel management, to enter into staffing executive authority as a specialist management expertise. This specialist should have an appropriate professional qualification characteristics: education psychologist or specialist HR and skills psycho diagnostic, knowledge management, development trends improving competence.

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