



УДК 35.08 (477)

Пархоменко-Куцевіл Оксана Ігорівна, доктор наук з державного управління, головний науковий співробітник Інституту проблем державного управління та місцевого самоврядування, Національна академія державного управління при Президентові України, Україна, 04119, м. Київ, вул. Мельникова, 36/1, тел.: 0509221535, e-mail: rkoi@ukr.net

Пархоменко-Куцевил Оксана Игоревна, доктор наук по государственному управлению, главный научный сотрудник Института проблем государственного управления и местного самоуправления, Национальная академия государственного управления при Президенте Украины, Украина, 04119, г. Киев, ул. Мельникова, 36/1, тел.: 0509221535, e-mail: rkoi@ukr.net

Oksana Igorivna Parkhomenko-Kutsevil,

COMPETITION IN THE SYSTEM OF CIVIL SERVICE: THREATS AND WAYS OF IMPROVING

Abstract. In the article the approaches to the concept of competition in the system of public service are analyzed. The analysis of the existing legal framework for recruitment of the candidates on the public service is conducted. Application of the innovative methods of recruitment of the candidates on the public service are proposed.

Keywords: public service, civil servant, competition, selection of personnel, personnel selection, selection methods.

кОНКУРС В СИСТЕМІ ДЕРЖАВНОЇ СЛУЖБИ: ЗАГРОЗИ ТА ШЛЯХИ УДОСКОНАЛЕННЯ

Анотація. Проаналізовано підходи до поняття конкурс в системі державної служби. Здійснено аналіз чинної нормативно-правової бази щодо відбору кадрів на державну службу. Запропоновано застосування інноваційних методів відбору кадрів на державну службу.

Ключові слова: державна служба, державний службовець, конкурс, відбір кадрів, селекція кадрів, методи відбору.

КОНКУРС В СИСТЕМЕ ГОСУДАРСТВЕННОЙ СЛУЖБЫ: УГРОЗЫ И ПУТИ СОВЕРШЕНСТВОВАНИЯ

Аннотация. Проанализированы подходы к понятию конкурс в системе государственной службы. Осуществлен анализ действующей нормативно-правовой базы для отбора кадров на государственную службу. Предложено применение инновационных методов отбора кадров на государственную службу.

Ключевые слова: государственная служба, государственный служащий, конкурс, отбор кадров, селекция кадров, методы отбора.

Formulation of the problem. One of the main aspects of formation personnel in the civil service of Ukraine is to attract the public service professional employees. After all, as prepared, adopted, implemented state-management solutions depend not only processes of public policy, and welfare and Ukraine.

Today the adoption and attract professionals to the public service is fairly serious. The lack of real motivational incentives, increasing the variety of assessment distrust of the population to public authorities, lack of prestige in the public service - all this affects the turnover in the civil service of Ukraine, the lack of trained professionals working interest in public service.

The valid legal documents Ukraine provided for formation of the professional staff of the civil service. Thus, the strategy of sustainable development "Ukraine - 2020" approved by the decree of the President of Ukraine of 12 January 2015 r. Number 5, provides for civil service reform and optimization of public authorities. [13] This, in turn, implies professionalization of public service personnel, the formation of an effective corps of public servants in Ukraine.

In accordance with the strategy of personnel policy for 2012-2020 years approved by Decree of President of Ukraine from February 1, 2012 r. Number 45, the main objectives of the implementation of personnel policy for the years 2012-2020 [12] is available, including: development of mechanisms for the involvement of in public administration of highly skilled experts, successful entrepreneurs, financial and economic sphere, talented graduates; formation of effective personnel reserve to occupy managerial positions in public administration; training and professional development of senior executive civil

service capable of ensuring the effectiveness of the state policy in the field of public administration and leadership in conducting administrative and economic reforms. [12]

The strategy of reforming the civil service and local government in Ukraine for the period until 2017. [11] The main areas of the Strategy implementation, in particular: the formation of an effective human resources management in the public service and service in local government, which will be based on consideration of knowledge skills and personal qualities of civil servants and local government officials.

Given the above, current strategic documents defined priority professionalization of civil service personnel by attracting talented and trained personnel for public service.

Analysis of recent research and publications. Problems of formation and development of personnel in the public service professionalization of the civil service staff Ukrainian and foreign scientists, including: V.Aver'yanov, G. Atamanchuk, N.Honcharuk, V.Malynovskyy, R. Naumenko, N. Nyzhnyk, OH . Obolensky, V.Oluyko, E. Okhotsk, Rachinsky A., S. Seregin, Alexander Sitsinsky, I. Shur, Alexander Turchinov, Hadzhyradyeva S., A. Jakubowski et al. These researchers analyzed current trends of public administration staff, the problem of cadres in the civil service, selection and tender procedures, the main stages of reform and modernization of the Civil Service of Ukraine.

Thus, unsolved problems is part of the overall analysis of innovative forms of recruitment to the civil service.

The article is based on an analysis of scientific literature to identify ways to improve recruitment to the civil service in Ukraine.

The presentation material. At baseline analyze the basic concepts used in the article. Thus, the concept of "competition" comes from the Latin "concurans" and means "coincidence", "meeting", "collision." In the scientific literature the term "competition" is considered as a kind of competition for the established rules and in specific terms, which aims to identify the best among those who take part in it, according to certain criteria, depending on the scope of their activities. [8]

However, certain interprets the term "expert on the public office" as a choice from among the applicants for the positions in the structures of public service the most qualified [1; 6].

Thus, the competition - is an assessment of professional and educational qualification of candidates by competition, organizational and legal means replacing public office in public administration [1; 6].

Based on the analysis of the scientific literature on evaluation servants should be noted that competition may differ for the following types:

- Competition for admission to the civil service;
- Competition for filling other positions in the public administration.

For the purpose of selecting persons able to perform professional duties, a contest to occupy the vacant civil service positions (further - competition) according to the procedure of competition for positions of public service, approved by the Cabinet of Ministers of Ukraine [9].

Carrying out Competition is carried out with the level of professional competence, personal qualities and achievements of candidates to contest the vacant posady. Poryadok defines: the conditions of the tender; requirements for disclosure of vacant civil service

position and the announcement of the competition; composition, formation and powers of the competition committee; order acceptance and review of documents for participation in the contest; procedure of testing, interviews and other forms of evaluation of candidates to vacant civil service positions; assessment methods candidates to vacant civil service positions [2; 9]. Informatsiya of vacant civil service position shall be published on the official websites of state authority, which is a contest, and the central executive body to form and implement the national policy in the civil service, in accordance with the laws and regulations of the competition [9]. Rishennya declare the competition to occupy the vacant post of public service category "A" accepts an appointment on vacant posts of public service category "B" and "C" - the head of the Civil service [2; 9]. Sub'yekt destination or head of the Civil Service ensures publication and transmission of the central executive body to form and implement the national policy in the civil service, order (Order) and calls for the terms electronically no later than the next working day from the date of signing the order (order). Tsentralnyy executive body to form and implement the national policy in the civil service, the inspection order (order) calls for the terms and in compliance with the law on civil service and in the absence summarizes comments submitted information or the next business day from the date of receipt place it on its official website [9]. In published the announcement of the tender shall specify: name and address of the public body; job title; job responsibilities; wage conditions; professional competence requirements for candidate for the position; Information on maturity or indefinite appointment; exhaustive list of documents required for the contest, and the deadline for their submission; date and place of the competition; name, phone

number and email address of the person who provides additional information on the competition [9]. The application for the contest can not be less than 15 and more than 30 calendar days after the publication of information on the competition. Competition results made public no later than 45 calendar days from the date of disclosure of this competition [9].

Konkurs to occupy the vacant post of public service category "A" spends Commission senior civil service.

Konkurs to occupy the vacant post of public service category "B" "public authority whose jurisdiction covers the territory of one or more regions of Kyiv or Sevastopol, holds competition Commission, formed by the head of state civil service rivnya.

Konkurs higher authority to occupy the vacant post of public service category "B" "and" B "category holds competition Commission consisting of at least five members, formed the head of the civil service in state bodies. This part of the tender committee may be involved on a competitive basis by representatives of NGOs operating in accordance with the Law of Ukraine "On public associations" [9].

So way contest for the post of category "A" conducts independent commission on top Civil service positions in category "B" and "B" - the competition commission, set up in public vldy.

Do main stages of competitive procedures should include: testing and interview. For the posts of category "A" is attached solving situational problems. Information about the winner published on the official websites of the central executive body to form and implement state policy in sphere of public service and administration, which held a competition no later than the next business day after signing the minutes of the tender committee according to the procedure

tender [2]. For a competition to occupy vacant civil service category 'A' on the official website of the central executive body to form and implement state policy in the field of public service, published information about the winner and the second results competition candidates for the vacant position proposed by the Commission for the senior civil service subject pryznachennya.

Druhyy As a result, candidates for the vacant civil service position is entitled to appointment to the post for one year from the date of the competition, if the position becomes vacant and in the case If the winner of the positions abandoned him or refused appointing the results of a background check [2; 9].

Provedenny analysis gives grounds to note that the selection of personnel in the public service is the following stages: Stage 1 - attracting staff; Stage 2 - the actual selection - "selection" of candidates involved, Stage 3 - application of different methods of selection of personnel (testing solution situational tasks interview) stage 4 - the assessment of the results, 5 stage - the decision to enroll in the state sluzhbu.

Now, during the selection of civil service professionals accounted formal criteria (the documents that give reason to participate in the substitution this position, statement, employment history, medical records, etc.), knowledge of law, ability to navigate in a situation when spivbesidy.

Mozhna state that currently the main method of professional selection to the civil service is a test and interview candidates for vacancies of civil servants. In our opinion, these conditions when applying for public service can only discover the knowledge of the civil servant legislation of Ukraine, including the Constitution of Ukraine and laws of Ukraine "On State Service" and "On Corruption Prevention" as well as legislation on specific functional authority

relevant executive authorities and the branch. Overlooked is the psychological quality candidate for the position, which could negate all tender procedures (for example, if people have problems or conflict with komunikuvannyam etc.). Therefore, methods of selection (selection) frame of the civil service do not meet the needs of today, as selected general (uniform) type of employee, but not every public servant can be a leader or performer. The result is unjustified growth of non-system of the central executive authorities (and not improve the quality of performance of government), non-compliance with regulatory rules and procedures established by appointment, often violated the democratic principles of openness, transparency and fairness in dealing with personnel issues. However, errors (mistakes) in the selection of workers may negate the result of meaningful study or give a minimal effect of the use of relevant experience and constructive use of personal yakostey. Napryklad business in the UK at selection on public service into account the following characteristics: analytical skills and reasoning skills; interpersonal skills; communication skills (written, verbal, presentation); teamwork skills; special technical skills. In the selection of candidates for rapid career advancement system used the following key groups of requirements: focus on the result (if several tasks need to be able to plan, analyze and prioritize in order to perform the task on time, the capacity for initiative and leadership); flexibility of thinking (the ability to think creatively and show imagination, openness to new ideas); determination (the ability to manage a team in time to stop the debate, decide); ability to build relationships (openness in relations and the ability to work well in a team); the

ability to create a positive impression (to be convincing and able to argue their views, defend their views art in a different audience); personal and professional development (ability recognition of development needs and creating training opportunities) [3; 4, p. 42; 7; 10] .pri implementation mechanism for recruitment of civil service, in our opinion, be aware that public service typical hierarchical structure, each higher level of the civil service needs to set higher intellectual, professional and moral qualities. In our view, appropriate to use such methods of evaluation during the selection of experts in public service: 1) Check the guidelines and track record. In selecting candidates may be asked to provide feedback previous chiefs or other similar documents. Recently often practiced special requests in which former employer asked to evaluate a candidate for a specific list of qualities. With such verification analyzes chronological order of jobs candidate, it draws attention to gaps and changing jobs [14] .2) complex methodology assessment centre, which includes tests, discussions, questionnaires, analysis of situations, simulations and business games, solving cases (complex situational problems). The advantage of them is the inclusion of a procedure to assess job requirements, organizational roles, practical situations, and the possibility of feedback between appraiser valued and sharing summing the results of the assessment [14] .3) Methods STAR (Situation Target Action Result) - this method identify behavioral reactions. The technique is that a candidate for the vacant position in the company set situational question. As obhovoryuvalnyh problems are often used real or hypothetical situations of future professional activity of the candidate. This type of interview allows more to assess the candidate's ability to solve certain types of problems

than his analytical skills as a whole [14].

4) «CASE-interview" or situational interview. The above method provides more opportunities to collect relevant information than the method of STAR, because it covers the candidate characteristics that are important to a particular employer. The interviewer suggests a situation that allows you to check exactly what is interesting at the moment, to get information that will determine the suitability of the candidate for the post. This technique makes it possible to appreciate how the skills and individual personality traits, values and behaviors of the candidate [14].

5) The use of "lie detector" (polygraph). Thanks to a polygraph can explore the physiological responses of the human body (respiratory rate, heart rate, blood pressure, skin moisture) when answering developed a special program questions. But the polygraph can be used only with the consent of applicants [5, p. 232-233].

6) stress interview (interview or shock that more reflects the essence of this approach). The objectives of this interview is to determine the candidate stress by creating stressful conditions for it and for its reaksiyi.

7) Brainteaser-interview (literally "interview that tickles the brain"). The essence of this method is the need for intricate candidate answers questions or logical decision tasks. This objective is to verify the analytical thinking and creative abilities of future spivrobitnykiv. Vysnovky and prospects for future research. The analysis gives grounds to note that the choice of methods (test, interview etc.) on which will carry out the selection of personnel, should be determined by the criteria which must meet the requirements of the position and authority of the government. The choice of technology used in the selection, intended to determine how the candidate meets the

requirements of the position and needs of the public authority. The process of recruitment should be based on scientific principles, since mistakes in its implementation, adversely affect the performance of public authorities and the socio-psychological climate kolektyvu. In our opinion, it is advisable during the tender procedures used methods: «CASE-interview" or situational interviews; Complex methods of assessment centre; zatrebuvannya and check recommendations from a previous job applicant, if necessary - to use the polygraph.

REFERENCES

1. *Єфремова О. П.* Законодавче регулювання конкурсу в Україні та зарубіжних країнах: порівняльний аналіз / О. П. Єфремова // *Державне і право. Юрид. і політ. науки.* — 2009. — № 44. — С. 302–309.
2. *Закон про державну службу* [Електронний ресурс]. — Режим доступу: http://w1.c1.rada.gov.ua/pls/zweb2/webproc4_1?pf3511=54571
3. *Зелінський С. Е.* Теоретико-методологічні засади комплексного оцінювання державних службовців: монографія / С. Е. Зелінський. — К.: НАДУ, 2016. — 296 с.
4. *Кадрові технології як засіб професіоналізації державної служби: навч. посіб.* / С. М. Серьогін, Н. А. Липовська, О. В. Антонова [та ін.]; за заг. ред. проф. С. М. Серьогін. — Д.: ДРІДУ НАДУ, 2008. — 245 с.
5. *Крушельницька О. В.* Управління персоналом: навч. посіб. / О. В. Крушельницька, Д. П. Мельничук. — К.: Кондор, 2003. — 294 с.
6. *Мовчан А.* Правове регулювання конкурсного порядку добору кадрів / А. Мовчан // *Вісн. Запорізьк.*

- юрид. ін-ту Дніпропетровськ. держ. ун-ту внутрішніх справ. — 2006. — № 4. — С. 46–52.
7. Мельник І. Запровадження інноваційних механізмів формування кадрового потенціалу державної служби в контексті реалізації державної кадрової політики / І. Мельник [Електронний ресурс]. — Режим доступу: http://www.nbuv.gov.ua/portal/Soc_Gum/Dums/2009-01/Melnik.pdf
 8. Пархоменко-Куцевіл О. І. Система оцінювання кадрів публічної служби в контексті забезпечення кадрової безпеки в Україні / О. І. Пархоменко-Куцевіл // Теорія та практика державного управління: зб. наук. пр. — Х.: Вид-во ХарПІ НАДУ “Магістр”. — 2016. — № 2 (53). — Режим доступу: <http://www.kbuara.kharkov.ua/e-book/trpdu/2016-2/doc/4/401.pdf>
 9. Порядок проведення конкурсу на зайняття посад державної служби: постанова Кабінету Міністрів України від 25 березня 2016 р. № 246 [Електронний ресурс]. — Режим доступу: <http://zakon2.rada.gov.ua/laws/show/246-2016-%D0%BF>
 10. Публічна служба. Зарубіжний досвід та пропозиції для України / А. В. Кірмач, В. К. Тимошук, М. В. Фігель та ін.; за заг. ред. В. П. Тимошука, А. М. Школика. — К.: Конус-Ю, 2007. — 735 с.
 11. Про стратегію державної кадрової політики на 2012–2020 роки: Указ Президента України від 1 лют. 2012 р. № 45/2012 [Електронний ресурс]. — Режим доступу: <http://zakon1.rada.gov.ua/laws/show/45/2012>
 12. Про схвалення Стратегії реформування державної служби та служби в органах місцевого самоврядування в Україні на період до 2017 року та затвердження плану заходів щодо її реалізації: розпорядження Кабінету Міністрів України від 18 березня 2015 р. № 227-р. [Електронний ресурс]. — Режим доступу: <http://zakon3.rada.gov.ua/laws/show/227-2015-%D1%80>.
 13. Стратегія сталого розвитку “Україна — 2020”: Указ Президента України від 12 січня 2015 р. № 5/2015 [Електронний ресурс]. — Режим доступу: <http://www.president.gov.ua/documents/18688.html>
 14. Яцюк О. М. Аналіз сучасних методів відбору персоналу [Електронний ресурс]. — Режим доступу: http://www.rusnauka.com/12_ENXXI_2011/Economics/5_85065.doc.htm