

ДЕРЖАВНЕ УПРАВЛІННЯ

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FIXING OF PERSONNEL-PROFESSIONALS IN PUBLIC SERVICE

The meaning of the term «profession», which comes from the Latin «declare my own business», shows that for each person work acts in the form of a specific, isolated area of activity that requires some training. A number of factors are crucial in choosing a professional activity. The main among them are: availability of abilities, skills, individual inclination for a certain activity, level of salary, prestige of profession, social environment, family traditions, etc. Accordingly, during the selection process, the candidate updates and demonstrates the entire arsenal of knowledge, skills, abilities and abilities that he / she has acquired in the process of gaining previous professional experience. In this regard, we believe that the positive result of recruitment in the civil service should be the initial business evaluation of the efforts of each candidate for the post on the realization of his / her personal and psychological expectations, further professional expression and self-realization, career growth and social recognition.

In our opinion, screening a candidate in the civil service recruitment process should be transformed from a final defeat to an «intermediate exam» to suitability, with a compulsory anticipation of the next such examination with a clear awareness of both the abstract content of professional activity in the civil service and of specific directions and steps deepening of personal training and improvement of their professional traits, communication positions [2, p. 32] personal arsenal and creativity.

It should be noted that a characteristic that reflects the level of personal satisfaction with their business is vocation. M. Weber defined it as such an organization of thinking, in which the work becomes an absolute end in itself. However, this attitude to work is not, according to the scientist, a property of human nature. It can not arise as a direct result of high or low wages, as it can only develop as a result of a long process of education [1, p. 86]. In addition, social institutions educate a person and form a system of his human values, individual morality and awareness of professional duty.

Therefore, when recruiting candidates for public office, it is imperative to take into account the potential conflict of the candidate's goals and organization.

Selected candidates come to the organization, having a number of expectations about future professional activity and the organization as a whole. If these expectations are justified, then the vacancies of the employees feel considerable satisfaction and interest. In this regard, we believe that it is appropriate to take into account such concepts as «professional suitability», that is, the suitability of the future

civil servant to the requirements of the position and «professional satisfaction» – the suitability of the job in the candidate's expectations.

Such an approach actualizes in the modern era the problem of making qualitative, well-grounded decisions regarding the recruitment of vacant positions in the system of state power. It is advisable to explain the urgency for the following reasons:

1) updating of technical characteristics and refusal of «usual automatism» of requirements for a position and, accordingly, necessary preconditions of professional suitability;

2) the combination of candidates with a high level of vocational education with the same high expectations of their own job in a vacant position and with the desire for maximum personal development;

3) increase in personnel costs, which automatically increases the costs of recruitment and the more stringent legal requirements for the professional selection of candidates;

4) constant increase of the field of tension between organizational and social goals of the organization.

We clearly distinguish between two types of set, each with advantages and disadvantages:

I. Internal recruitment in the civil service, ie the filling of vacant posts by civil servants who already work in public authorities. Therefore, the following problems are of paramount importance: the high level of satisfaction of civil servants with their professional and official position and their interest in the affairs of the organization. This is necessary in order to create within the organization a reserve of civil servants – competent candidates for promotion. Obviously, internal recruitment procedures should be about informing employees about vacancies, as an opportunity to promote them in a position that should be the development of their professional careers.

For this type of set of fundamental importance is the problem of securing professionals in the public service. That is why the focus is on those job characteristics and organizations that appear to be a civil servant – a candidate so attractive that he or she is ready to go through the selection process for a vacant position.

This problem is extremely urgent because, as stated in the Strategy for reforming the civil service in Ukraine, it is necessary to develop a clear mechanism of promotion on the basis of personal professional merits of civil servants. It is important to take steps to improve the selection of specialists for the posts of civil servants of categories based on an objective assessment of their professional qualities.

In addition, it is emphasized the need to significantly improve the formation of the personnel reserve, to abandon the practice of drawing up reserve lists for positions of heads of state bodies by the acting heads of these bodies. It is advisable to consider proposals for the reserve for positions to be appointed by top level bodies by special commissions established within these bodies.

Therefore, it is recognized that in each state authority it is necessary to create a system of effective staff reserve, to ensure constant work with employees enrolled in such reserve: drawing up and executing personal annual plans, training, internships,

involvement in consideration of relevant issues, development of draft regulatory acts, inspections, investigations, and more.

II. External recruitment in the civil service involves the involvement of potential staff from outside. It should be noted that, following this procedure, both the organization and the candidate for the civil service make their choice, since for him it is a potential choice of a professional career and profession. Of fundamental importance to this type of recruitment is the degree to which the candidate for the vacancy and organization becomes attractive to each other and how the selection process is conducted.

Thus, we believe that in essence civil service recruitment should be seen as a two-way selection process, since the final decision is made by both actors in the process, namely the candidate for the vacant position and the organization. Nevertheless, the domestic practice of functioning of public administration shows that the belief that deciding on the appointment of a candidate for the post is a prerogative of the leadership is still significant.

References:

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2. Oluyko, V. M. (2015). *Kadrovi protsesy v derzhavnomu upravlinni Ukrainy: stan i perspektyvy rozvytku: monohrafiya* [Personnel processes in public administration of Ukraine: the state and prospects of development]. Khmelnytsky: Vyd-vo KHUUP.

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ІСТОРИЯ СТАНОВЛЕННЯ СИСТЕМИ МІСЦЕВОГО САМОВРЯДУВАННЯ

Древні імперії, середньовікові королівства, а також сучасні держави причетні до вирішення таких питань, як: в якій мірі право збирати податки або приймати рішення на власний розсуд залишати на центральному рівні, а в якій передати місцевим чиновникам [1]. Історія децентралізації налічує більше чотириста років, розпочавши свій рух в Європі у XVII ст. У даний період громадські діячі та науковці стали шукати нові форми адміністративного устрою державного управління та побудови системи зав'язків в системі публічної влади [2]. Незважаючи на розвиток досліджень у питаннях децентралізації, до кінця XIX ст. більшість була переконана в тому, що головною моделлю державного устрою є сильна централізована держава, яка в Європі вважалась ідеальною моделлю державної організації. Проте вже на початку XX ст. виникла ідея розділення влади, яка була викладена в папській Енцикліці 1931 р. як форма проти сильноцентралізованої держави