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**O. I. Parkhomenko-Kutsevil**, Doctor of Science in Public Administration**О. І. Пархоменко-Куцевіл**, д. н. з держ. упр.**INNOVATIVE APPROACH TO CIVIL SERVANTS AND LOCAL GOVERNMENT OFFICIALS TRAINING****ІННОВАЦІЙНИЙ ПІДХІД ДО ПІДГОТОВКИ ДЕРЖАВНИХ СЛУЖБОВЦІВ ТА ОСІБ МІСЦЕВОГО САМОВРЯДУВАННЯ**

**Urgency of the research.** Current conditions of the state development, the rapid change of forms and mechanisms of social and political processes require civil servants and local government officials to imply innovative approaches and methods of work. At the same time, state officials are making public-management decisions, implement them according to their experience, intuition, but do not contribute to the knowledge gained during the trainings. This happens due to the fact that the training of public officials (local officials) has more theoretical approach and the need for the officials to obtain practical skills is not taken into consideration, especially in the system of public administration.

The civil servants and local government officials training should take into account the conditions under which public servants work, their need to obtain certain skills and knowledge to meet modern conditions of Ukrainian society.

**Target setting.** One of the main tasks of the civil servants' training should be the provision of practical knowledge within the performance of public duties.

**Actual scientific researches and issues analysis.** The problem of training civil servants and local government officials is under the constant attention of scientists, politicians and sociologists. However these studies are fragmented and do not consider the innovative approach to civil servants and local government officials training.

**Uninvestigated parts of general matters defining.** Thus, the innovative approach to the general problem is still unsolved.

**The research objective.** The aim of the research is to substantiate the use of an innovative approach to civil servants and local government officials training.

**The statement of basic materials.** Training of civil servants and local government officials is an important element of the system of public administration, as staff training provides professional system of public administration, their ability to make optimal, efficient public-management decisions and efficiently and effectively implement those decisions.

**Conclusions.** The modern development of society requires constant improvement of personnel potential of public servants that can be provided by online technology and training, simulation games and more.

**Keywords:** public service; civil servant; local government official; education; training; innovation.

**Актуальність теми дослідження.** Сучасні умови розвитку держави, стрімка зміна форм та механізмів управління суспільно-політичними процесами вимагають від державних службовців та посадових осіб місцевого самоврядування інноваційних підходів та методів у діяльності. Водночас, сучасні державні службовці приймають державно-управлінські рішення, реалізують їх з урахуванням власного досвіду, інтуїції, але не сприяють на знанням, отриманих під час підготовки, підвищення кваліфікації. Це пов'язано з тим, що підготовка державних службовців (посадових осіб місцевого самоврядування) носить більше теоретичний підхід, не враховуються потреби службовців в отриманні практичних навичок, особливо в системі публічного управління.

Саме підготовка державних службовців, посадових осіб місцевого самоврядування повинна враховувати умови, в яких працюють державні службовці, їх потреби у певних навичках та знаннях з урахуванням сучасних умов розвитку українського суспільства.

**Постановка проблеми.** Одним з головних завдань підготовки державних службовців повинно бути забезпечення практичних знань в межах виконання своїх державних посад.

**Аналіз останніх досліджень і публікацій.** Проблему підготовки, підвищення кваліфікації державних службовців та посадових осіб місцевого самоврядування під постійною увагою у науковців, політиків, соціологів. Водночас, дослідження носять фрагментарний характер та не розглядають питання застосування інноваційного підходу до підготовки державних службовців та посадових осіб місцевого самоврядування.

Таким чином, це є невирішеною проблемою основного дослідження.

**Постановка завдання.** Метою дослідження є обґрунтування доцільності застосування інноваційного підходу до підготовки державних службовців та посадових осіб місцевого самоврядування.

**Виклад основного матеріалу.** Підготовка державних службовців та осіб місцевого самоврядування – важливий елемент розвитку системи публічного управління, адже підготовка забезпечує професійність кадрів системи публічного управління, їх здатність приймати оптимальні, раціонально державно-управлінські рішення, якісно та ефективно реалізовувати такі рішення.

**Висновки.** Сучасний розвиток суспільства вимагає постійне удосконалення кадрового потенціалу державних службовців, що можуть надати он-лайн технології та технології проведення тренінгів, імітаційних ігор тощо.

**Ключові слова:** державна служба; державний службовець; посадова особа місцевого самоврядування; підготовка; підвищення кваліфікації; інновації.

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**Target setting.** Current conditions of the state, the rapid change of forms and mechanisms of social and political processes require civil servants and local government officials to implement innovative approaches and methods of work. However, the state officials are taking public-management decisions, implement them according to their experience, intuition, but do not contribute to the knowledge gained during the training. This is due to the fact that the training of public officials (local officials) has more theoretical focus and does not help the officials in obtaining practical skills, especially in the system of public administration.

That civil servants and local government officials training should take into account the conditions under which public servants work, certain skills and knowledge they need to meet modern conditions of Ukrainian society.

One of the main tasks of the civil service training should be to provide practical knowledge within the exercise of their public office.

According to the Strategy of public administration reform in Ukraine 2016-2020 years a priority in the civil service and human resource management is to ensure the professional development of civil servants, including regular training, fair performance evaluation, and mobility and promotion based on object ' of objective, transparent criteria and achievements [5].

According to the Law of Ukraine "On civil service" [1] the level of professional competence of state employees should be increased through training.

Thus the current legal documents identify the need for constant improvement of personnel potential of public servants.

**Actual scientific researches and issues analysis.** The problem of civil servants and local government officials training is under the constant attention of scientists, politicians and sociologists. Modern aspects of development of public service staff are analyzed by Ukrainian and foreign scientists, including: V. Aver'yanov, G. Atamanchuk, N. Honcharuk, S. Dubenko, V. Malynovskyy, R. Naumenko, N. Nyzhnyk, O. Obolensky, V. Oluyko, E. Okhotsk, A. Rachinsky, S. Seregin, Alexander Sitsinsky, I. Shur, Alexander Turchinov, S. Hadzhyradyeva, A. Jakubowski. These authors consider the problem of training, the possibility of mobility of modern training methods and training.

**Uninvestigated parts of general matter defining.** The above mentioned studies are fragmented and do not consider the use of an innovative approach to civil servants and local government officials training.

**The research objective.** The research goal is a comprehensive analysis of an innovative approach to civil servants and local government officials training.

**The statement of basic materials.** The civil servants and local government officials training is an important element of the system of public administration, for staff training provides professional system of public administration, their ability to make optimal, efficient public-management decisions, efficiently and effectively implement those decisions.

However, there is a problem of outdated teaching methods in training officials, the ineffectiveness of knowledge, lack of implementation of knowledge in the professional work, lack of communication career with the constant improvement of the skills and so on.

The study analyzes the first argument of the preparation of public (government) employees in the European Union.

The requirement of higher education for civil service positions ensures that only applicants with higher education diploma can apply for competition.

There is a special initial public officials training in Latvia. The requirement of higher education for submission to the position of public service guarantees that only a person who has a university degree can apply for the competition. The university has several specially designed training programs on governance and public administration. However, various government agencies may require some specialized basic vocational education, such as for teacher to work in education, for medics to work in the medicine sphere, and areas of environmental, veterinary, chemistry, agriculture [3-4].

To ensure that the curriculum of higher education institutions and the real needs of the public administration meet, there are various forms of cooperation and coordination:

- organization of practice of students in public institutions;

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- organization of volunteer work of students in public institutions;
- consultation between universities and public institutions on curricula of study programs;
- consultation between universities and public institutions on themes of the students researches, including those of the master's programs;
- organization of common events – conferences, seminars.;
- involvement of working civil servants as a trainers for some parts of the study courses or as a trainers for particular courses in universities [3-4].

These methods, approaches and practices aim at meeting real needs in skills and knowledge of public servants.

The main institution that provides training for central administration services is Latvian School of Public Administration.

Latvian School of Public Administration organises the personnel preparation, it has its own teachers / trainers. Teachers / trainers are hired on a contract basis, they are public servants or teach in universities and other higher education institutions. International coaches may also be involved in training. Total Latvian School of Public Administration as a whole employs about 100 coaches.

LSPA general function is to ensure and coordinate training process, to develop new training programs and general curricula for civil servants [3-4].

There is initial and continuous training of civil servants in France. Students are admitted to the primary education through competitive examinations. The purpose of education is not only gaining knowledge but also the acquisition of necessary skills. Therefore, education in schools is divided into training and education. Internships are in government (in France or abroad) and private sector institutions. The purpose of the internship is to provide future public employees experience in a particular administrative work, improve their competence and acquaintance with basic management tools.

Professional training of civil servants in France is focused not on the academic and the practical issues of academic knowledge to be learned by students before entering school administration reviewed and competitive entrance exams. Training is focused on the functioning of the administration, and the various technical issues (depending on the school).

Constant training in France is the right of public servants. As for state civil servants, the decree of 15 October 2007 provides that training can be carried out or initiated by the administration or on the initiative of the civil servant. Each public administration should develop a curriculum for each year. Some courses may be mandatory for public officials, such as the transition to the post of senior management. In addition, public officials have the individual right for the lifelong learning for 20 hours per year that can be accumulated over 6 years [3-4].

Admission to specific training in France can be conducted through interviews with civil servant or the leadership of the institution. There are no general and rigid rules of admission to study for the civil servants training system to be flexible and responsive to the needs of administrations and civil servants.

According to the Act on civil service, the training system for civil servants in Poland includes:

- central trainings - planned, organized and supervised by the Head of Civil Service;
- general trainings - planned, organized and supervised by General Directors of the Office;
- trainings under individual professional development programmes of Civil Service Corps members - planned, organized and supervised by the General Director of the Office in consultation with a Civil Service Corps member;
- specialist trainings – planned, organized and supervised by the General Director of the Office, covering issues related to the tasks of the office [3-4].

There is initial and continuous training of civil servants in Poland, as in France. Students of the National School of Public Administration are recruited through open and competitive procedures. The only limitation is the age limit (up to 32 years) and the presence of a master's degree. Graduates of the National School of Public Administration at the end of the training program are automatically accepted into the civil service. They are free to choose the position of those provided by the prime minister to graduates.

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The training at the National School of Public Administration is interdisciplinary. The program offers full training necessary for those preparing to take a leading, expert for managerial positions in the Polish civil service at central and provincial levels. The main subjects taught at the National School, consist of the three main training blocks: 1) public administration and management; 2) the economy and public finances; 3) The European Union and foreign policy. Training is conducted by experienced experts, and, if possible, the practices (including foreign experts).

Preparations in Poland is organized under the following main blocks: public law and administration, economic issues, public finances, the European Union and international cooperation, social issues (including professional culture of civil servant and ethical issues in public life), management and governance in the administration, management of EU structural funds.

An important part of training in Poland is a language course. All language courses are focused on the study of administrative terminology, grammar and vocabulary. Specialized language courses include study of terminology in administration, law, economics and the EU [4].

The right for the training in Spain is reflected in the statute and the associated corresponding obligation - the obligation to prepare. Such obligatory reference aims at the improvement of the results in the inclusion of the concept of training to the text of the law, which clearly indicates the scope and characteristics of the main status of civil servants as a basic value of lifelong learning (training) as one that combines not only consistency in the time dimension (unlike the original or special training received to perform specific tasks), but also to the ability to "refresh training" [3-4].

Training of civil servants in Spain is decentralized, so every administration has the faculty to provide training to employees of a separate public body of training.

Virtually every administration has its autonomous Institute of Public Administration. The central authorities have the National Institute of Public Administration, which is an autonomous body responsible for training managers and civil servants for the central government. The Institute also supports researches and studies of the central government and cooperates with other national and international institutions.

The analysis of the experience of the training of public servants in the EU shows that European training programs are innovative as these programs are renewed each year, the results identify needs in acquiring specific knowledge and skills. In addition, training public officials in the EU focuses on practical skills in public administration. Successful completion of training ensures that employees get their public office or implement successful professional career.

Preparation of public service and local government officials should be based on the following principles:

- rationality;
- focus on practical skills;
- dependance on the needs of public service (local officials);
- saving time and financial resources;
- efficiency;
- communications career of public servant with permanent improvement of professionalism.

The analysis of the literature on issues gives grounds to determine that the basic forms of public service (local officials) training should be implemented, among them: online lectures, simulation games, webinars, workshops.

The study should consider each of these types of innovative training civil servants and local government officials.

Training as a form of education has significant advantages over other forms and types of education professionals and requires not only knowledge but also the ability to apply knowledge in practice, and to change constantly. Among the benefits of training as an active form of learning over traditional methods, are the following: when you use the training process of close to real practice, simulation training is a method; training is an interactive method of learning, the participants act in different roles and operate according to the status of its role; training is a method where the trigger mechanisms of group are dynamic, the participants gain experience of development and implementation of collective decisions, and thus show the possibility of self-merit and making effective positive expression of pro-



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fessional activity; during the training special agents create a certain emotional, intellectual and cognitive mood that allows step up significantly and intensify the learning process [7, P. 72-73].

Simulation games provide some of the management processes and resolve specific tasks. The advantages of this method are as follows. First, its efficiency - a significant increase in knowledge and skills is obtained per time unit. Secondly, multiple time compression - processes that in real life last for years, "scroll" for a second, and in the case of computers - almost instantly [2, P. 59-60]. Finally - safety, as some administrative decisions are not realized in real time, in case of being wrong and possibly leading to some significant negative consequences.

Webinar - an online event aimed at training participants. It serves as a leading teacher, coach, leading specialist whose task is to pass the audience some information for them to learn new techniques, develop new skills, etc. Participants of the webinar can be hundreds of kilometers away from each other and from the leading. They see and hear the teacher asking them questions. Thus, the effectiveness of training increases.

The most attractive of the benefits is costs reduction. No need to go on sending, no need to rent a room, no need for participants to print a demo material. These costs are not necessary.

Conducting classes as a workshop is to create an atmosphere of support and conditions for self-knowledge, self-expression, self-development. Thus, a specialist in this class serves as the coordinator of educational activities, an observer who has the ability to stimulate, provoke, facilitate the search for ways to address the relevant state-management problem [6].

These methods of training of civil servants and local government officials promote the absorption of active practical knowledge and skills, considerable savings in time and financial resources, rational use of budgetary funds [6].

**Conclusions.** The modern development of society requires constant improvement of personnel potential of public servants that can be provided through online technology and training, simulation games and more.

It is supposed to analyze the modern methods of training of civil servants and local government officials in the further research.

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