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## TODAY'S CHALLENGES, WHICH INFLUENCE THE TRAINING AND ADVANCEMENT OF THE QUALIFICATION OF PUBLIC SERVANTS IN UKRAINE

### 1. Introduction

The main importance in the management of any state is personnel policy with its strategy of formation, demand and use of personnel potential, as well as its professional growth and development. The main branch of a highly efficient system of state management is the presence of a professional staff of qualified civil servants in the state authorities. It can be asserted that the professional staff is the wealth of our country, because human resources are the most important, as the qualification, experience, professionalism of the staff contributes to the success in the implementation of quality management of the state.

**The aim of this article** is to study the issues of raising the qualification and professionalism of civil servants, to identify the problems, identification of problems that arise during the formation of the current effective system of professional development of civil servants, identification of factors that contribute to raising the level of professional competence of professionals.

For the maximum disclosure of the article's aim the following **tasks** were defined:

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- to analyze the status of professional development of the personnel potential of the public service in a scientific prism;
- to identify ways to professional growth after clarifying the composition and structure of the personnel potential of the public service from the standpoint of its development;
- under the conditions of public administration reform in Ukraine, bring to the attention of the general necessity of modernization of the personnel support of public service.

## 2. Main text

*Instrument for Ensuring Professional Opportunity for Public Servants.* The present day and the future of Ukraine in the sphere of globalization and transformation processes, in particular the success of social and economic reforms, depend on the presence of highly professional personnel at all levels of executive power and local self-government, ready for changes and innovations, able to grasp the most effective managerial decisions and able to assume responsibility for the renewal of the state, as well as the implementation of the initiated reforms.

The conceptual changes that are taking place in the public administration sector not only challenge public servants to concentrate their efforts and time on understanding the needs of new professional competencies, and determine regular improvement of the professional level, increasing managerial, analytical and communicative components of their work, aimed at satisfying the needs of people and citizens and ensuring quality of public services.

Recognition of professionalism as one of the provisions of management is considered to confirm that the quality of activity, professional ability of public servants is the main factor of effectiveness, success of their activities and is considered a significant prerequisite for the society's straightforward movement toward the new standards of living.

As for the quality of education, practice shows that most civil servants lack education in public administration and law. The body of knowledge received in an educational institution five or ten years ago is not enough to make rational and constructive decisions in the future. Because of this, the legislation that regulates the sphere of profession-

al development of employees and the activity of state agencies pays a great deal of attention to the professional and systematic training of employees.

The main type of professional training for civil servants in Ukraine is qualification upgrading. But this type of training has its shortcomings. First, while a civil servant is being upgraded, he or she is sent for training and his or her duties are performed by another employee, resulting in an increased workload for one person. Secondly, civil servants, especially those who have recently joined the civil service, lack practical consolidation of acquired knowledge. As long as the normative-legal acts have established the necessity of undergoing training and upgrading qualification, self-improvement both professionally and personally, the methods of professional training should be systematically regulated, improved in order to meet the modern requirements.

Mechanisms of the system of vocational training, which are used in foreign countries, mostly do not differ from the domestic tools of professional development (for example, training at the workplace, training at the workplace (lectures, seminars, role plays, interdepartmental trainings), group training, distance learning), but their application in practice has certain peculiarities.

From the institutional point of view in recent years in Ukraine there have been formed and functioned four components of the system of vocational training of civil servants:

1. National Academy of Public Administration under the President of Ukraine and its regional institutes (Kharkiv, Dnipropetrovsk, Odessa and Lviv).
2. Higher educational institutions that provide training in the specialty «public administration» and have the right to improve the skills of civil servants and local government officials.
3. Regional centers of advanced training of employees of public authorities, local governments, state enterprises, institutions and organizations.
4. Departmental institutions of advanced training (centers, courses, institutes, etc.), established in the system of individual ministries and other central executive bodies.<sup>2</sup>

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<sup>2</sup> Akimov O.O. (2018) Socio-psychological component in the systemogenesis of

Promising areas for modernization of the system of professional training of civil servants in Ukrainian society are: identification of customers; audit of the network of educational institutions through the accreditation procedure; modernization of curricula and programs in accordance with the content of previous education and the needs of the customer; introduction of new educational technologies with the priority of interactive teaching methods, methods and technologies that ensure the continuity of education (from knowledge to skills, from skills to skills); training of top managers, analysts, advisors through the system of post-graduate and doctoral studies; self-education of civil servants, transition from evaluation to career monitoring.

Therefore, the promotion of professionalism is an important subject of internal and organizational planning. Within its framework: first, the long-term need for professionalism increase is determined, the necessary plans and programs are developed; second, operational planning of specific activities is carried out taking into account the activities of the public body and the individual needs of people. At the same time, a sufficient level of professionalism of public servants is ensured by an effective system of their professional training. The formation of new approaches to the process of training public servants during the professional training is aimed at increasing their quality.

Also, increasing professionalism of public servants as a constituent element of increasing human resources will allow to improve, stabilize and form new conditions for transition to a new stage of formation of the system of personnel support of public management.

*Improvement of administrative and legal regulation of professional training of civil servants.* Since the training of future civil servants at institutions of higher education the training process is carried out in the system of general education according to its laws, and logically, we pay special attention to ensuring continuity of maintenance of professional competence of the staff in the process of their further work. Therefore, we will be interested in continuous professional training at the workplace as well as the improvement of professional competence of the employees and how self-awareness is realized in these spheres at dif-

ferent levels. At the individual level, continuous education is carried out mainly through self-education and takes place in several stages.

First, the accumulation of theoretical knowledge is carried out. In everyday activities of civil servants, the theoretical knowledge they acquire most often through the interpretation of current documentation and the regulatory framework.

Secondly, the public servant begins to use the acquired knowledge in the work. Then there is a demonstration of the acquired knowledge into skills and competencies.

Thus, at this stage, the individual and local levels of self-awareness of the civil servant are combined. While staying in a certain professional team, in constant interaction with it, the public servant begins to learn about his/her own capabilities to perform professional tasks and achieve a certain level of professionalism. The awareness of the need for continuous processing of new information and conversion of these into their own knowledge, skills and abilities also depends on the social situation in the professional team or structural division where the employee works. Based on the accumulation and assessment of knowledge by the official and their comparison with the information possessed by the representatives of his environment, there is a formation of the need for continuous lifelong learning, at this level primarily through self-education.

The rapid development of information and communication technologies has led to a real revolution in the field of continuing education. Today, all countries with efficient economies are building a system of vocational training for adults, based on the achievements of innovative technologies. The system of professional training of civil servants is no exception. Emphasis on ensuring the appropriate level of professional competence of civil servants should be placed on the need for continuity of professional training (including in the workplace), mastering by employees of distance and e-learning and preparation for self-education in the future with endless resources of information space. The system of continuous professional training of civil servants should help to encourage professionals to acquire knowledge independently by all available methods, most of which are related to the use of information and communication technologies. This applies to the acquisition of certain knowledge and skills on their own, individually, and other types of

training of civil servants, such as training courses, professional training programs, thematic permanent seminars, specialized short-term training courses, thematic short-term seminars, in particular trainings, internships. Disclosing the issues of continuous professional training of civil servants, it should be noted that self-training is a long-term contribution that will lead to positive results for decades. Practical experience shows that the importance of acquiring new knowledge in all spheres of life is growing, and this is becoming the most important pattern of development of society. The introduction of innovations and the dissemination of new knowledge are of great importance in the development of socio-economic formation. A tangible feature of all areas of modern human activity, especially in relation to management decisions, on which future prospects depend, is the presence of knowledge production in the form of intellectual or human resources.

A public servant must conduct activities in accordance with legal acts, and it is prohibited to apply the official position in defense of the interests of one or another political party; it is forbidden to form party organizations in state bodies. Public officials must be free from the political influence of any party or movement. In addition, "the principle of professionalism and competence of public servants is important for the establishment and functioning of public service. The legal literature defines that "professional" is a specialist in his field, and "profession" is a type of activity, occupation of a person who has a set of special professional knowledge and practical professional skills acquired as a result of in-depth general and special training, as well as work experience.<sup>3</sup>

Professionalism is considered to be a ruthless and versatile knowledge, characterized by practical experience in a relevant field of socially useful activities. The professionalism of a public servant must ensure the stability of public service, the quality of performance of its functions, its timely readiness to carry out difficult tasks, the ability to improve own professional skills and so on. A public servant must become a competent employee, or in other words, be able to perform his or her competences in a good manner.

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<sup>3</sup> Kizilov Yu. Yu. (2017) Peculiarities of civil service in Ukraine in terms of administrative reform: author's ref. dis. cand. of Sciences of the state management: 25.00.03. Dnipro, S. 20.

Conditions for the professionalization of public service at the present stage are:

- guaranteeing the efficiency and productivity of executive bodies and local self-government bodies of all levels against the background of economic and political competition;
- adaptation of the institute of public service to European standards by means of modernization of the system of legislation on public service and service in local self-government bodies;
- introduction of the norm of observance of political neutrality of public service and public servants, service in local self-government bodies and their officials;
- purposeful formation of human resources potential of the public service, its constant modernization, elimination of employee turnover;
- the appropriateness of forming the preconditions for the formation of an effective, authoritative political and administrative elite of the country.

The first basis for the formation and operation of public service is the principle of professionalism and competence of public servants.<sup>4</sup> This is not only one of the main requirements for the organization and practical activities of employees, but also the necessary legal condition, without which the right to exercise official authority can not be obtained. It is necessary to pay attention to the thoughts of scholars that “the development of institutions of individual professionalization includes: professional training and postgraduate education of public servants and local government officials and applicants for these positions; vocational guidance, which should be conducted not only among the adult population, but also among young people in the first place; system of professional selection during the entire period of service (improvement of the certification system, annual evaluation of public servants, introduction of a system of promotion on the basis of professional achievements, evaluation of the provision of services to legal entities and individuals, etc.); introduction of a wide range of types of personnel reserve for pub-

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<sup>4</sup> Lyndyuk O.A. (2017) Modernization of the civil service of Ukraine in the context of globalization: author. dis. Dr. of Science from the state management: 25.00.03. Kyiv, S. 36.

lic servants and local government officials, namely: short-term (formed of specially trained professionals and needs training on topical issues), medium-term (may include retraining) and strategic (provides training in educational and scientific specialties of the region "public administration") reserves; opened (can be updated at any time, provides training for specially trained persons) and closed (updated after a certain time, in particular due to political changes, and provides postgraduate education and scientific training in the field of science "public administration" for specially trained persons); for a specific position (provides for different types of postgraduate education) and for certain types of positions (provides training in the specialties of educational and scientific areas of public administration); inheritance (mastery, acquisition) of professional experience of public service and local self-government; development and implementation of a system of independent evaluation of professional activity of public servants and local government officials, professional qualification characteristics of these positions, appropriate methodological support; creation of a system of active involvement of professionals – public servants and local government officials – in vocational training and the institute of advisers and consultants, ie the creation of a system of state-guaranteed use of experience".<sup>5</sup>

Nowadays, factors that hinder the development of professionalism of public servants and, in addition, affect the process of its establishment deserve special attention and grounded research. Incompleteness of the process of creation of legislative and regulatory framework on the functions, rights and duties of public servants.

In contrast to the European countries, Ukraine does not pay special attention to significant issues of establishing public service as a focus on the citizen, the interests of which should be the main turbot of public servants, the benefits during the recruitment of personnel for the public service of such human qualities: to be proactive, creative, open-minded, and also ready for innovation, to be able to use innovation, to carry out continuous professional education, to be result-oriented, not process-oriented.

This situation with the development of the problem makes it difficult to solve the overall tasks of training, retraining and upgrading the

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<sup>5</sup> Obolensky O.Y. (2006) Civil Service: a textbook. Kyiv, S. 472.



qualification of management personnel, establishing in them the necessary professions, which requires an increase in the number of scientific research on this topic and a steady increase in organizational efforts for quality professional training of public servants.

In addition, the task of understanding the importance of public culture in establishing professionalism of public servants, in eliminating service failures, increasing the authority of professional public service and increasing its social performance continues to remain unresolved.<sup>6</sup>

### 3. Conclusions

It was found that the efficiency of public servants' work is determined by the quality of performance of duties and tasks, positive reputation and professional competence. Sometimes these results can only be achieved in case of rationalization of the work, as well as ensuring the main components of its components.

Mechanisms of training and raising the qualification of Ukraine's public servants as a guarantor of their professional abilities were studied. It was established that the increase in the level of professionalism of public servants in the aspect of their productive activity should be based on using the pattern of professional competence of the staff. Thus, professional competence is the main cognitive component of the subsystem of professionalism of activity, a branch of professional conduct, the system of knowledge, which grows all the time and gives the opportunity to carry out professional activity with significant effectiveness. Therefore, growth of professionalism of public servants as a component of human resources development will allow to improve, stabilize and form new conditions to move to a new stage of formation of the system of human resources support for public management.<sup>7</sup>

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<sup>6</sup> Akimov O.O. (2019) Non-additivity of the systemogenesis of professional activity of civil servants. Public administration and local self-government: coll. Science. work. I. 1t (40). S. 101-109.

<sup>7</sup> Akimov O.O. (2015) Features of the formation of professional competencies of civil servants in the context of European integration of Ukraine. Public administration and local self-government. I. 1 (24). S. 207-217.

The problems of ensuring the professional performance of public servants of Ukraine, namely: non-compliance of the essence and methods of work of these servants and heads of local self-government bodies with the European Union standards, Insufficient institutional means of involving the public in public service and service in local self-governance bodies during the appropriate period of their professional activities, Insufficient capacity of the training system for public servants to meet the needs of state authorities and local self-government bodies, inadequate regulatory and legal framework for the recruitment, appointment and career development of public servants; lack of a unified system for evaluating and rewarding the professional activities of public servants, among others based on the results of professional training; ineffective functional management of public service, etc.

It is also recognized that one of the main types of professional training of civil servants in Ukraine is the qualification upgrade. However, the disadvantages of the current system of such education is the failure to take into account the real practical needs of civil servants, as well as the inadequacy of the level of their training to the requirements of the present day. The system of training and upgrading the qualifications of civil servants needs to be updated, which requires primarily the reform and modernization of the professional training of civil servants as a guarantee for raising the level of professionalism and culture of civil servants in the prosecution, The ability to competently and appropriately perform their functions, to implement new technologies, and to contribute to innovative processes in the state.

To improve the means of professional activity of civil servants it is necessary to introduce codification of Ukrainian legislation in accordance with the main principles of public administration of the EU, increase professional competencies of civil servants by updating training programs and increase exchange of experience with participating countries. trainings that will increase the productivity of civil servants, their competitiveness.

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## Summary

The article deals with the problem of qualification advancement of civil servants in Ukraine. The article reveals the problems connected with qualification advancement of the employees of the state authorities. The article outlines the main directions of formation of the current effective system of professional development of civil servants. It was found that the mechanisms of the system of vocational training, which are used in foreign countries, mainly do not vary from the domestic tools of professional development (e.g., workplace training, on-the-job training (lectures, seminars, workshops, interdepartmental trainings), group training, distance learning), but their application in practice has certain peculiarities.

Reform requires a high level of qualification and professional uniformity of the management apparatus, which will enable to provide a professional basis for the constitutional uniformity of the system of power, as well as the transition (vertical, horizontal, interdepartmental, etc.) of public servants. The establishment of systemic and innovative thinking of public servants is considered to be a new challenge of today's realities.

It should be noted that "professionalism of a public servant is intended to ensure the proper performance of duties, stability of public service, the ability to solve complex problems and the ability and readiness to improve their qualification. The main criteria of professionalism of a public servant can include: Availability of high education; competence (knowledge, skills and abilities) in performance of duties; availability of practical work experience; discipline, responsibility; accurate adherence to the law; political neutrality; organizational, managerial skills, initiative, creativity; ability and inclination to work in the service career; social protection, as well as psychological, moral and ethical qualities".<sup>8</sup>

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<sup>8</sup> Lyndyuk O.A. (2016) Theory and practice of modernization of the civil service of Ukraine in the context of globalization: a monograph. Kyiv: NAPA, S. 304.

At the same time, the character and nature of performance of duties by public servants require them to have not only basic organizational and managerial skills, competence and initiative in fulfilling the assigned tasks, but also high human qualities: orderliness, self-control, modesty and self-criticism, sense of responsibility for the entrusted task, concern for state and public interests. Professionalism is the main qualitative category of a public servant, which determines the efficiency of work and his career.

**Keywords:** professionalism, interests, career, duties, transformations, growth

## ПРОБЛЕМИ СЬОГОДЕННЯ, ЯКІ ВПЛИВАЮТЬ НА НАВЧАННЯ ТА ПІДВИЩЕННЯ КВАЛІФІКАЦІЇ ПУБЛІЧНИХ СЛУЖБОВЦІВ В УКРАЇНІ

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### Анотація

У статті розглядається питання підвищення кваліфікації державних службовців в Україні. Визначено проблеми, пов'язані з підвищенням кваліфікації фахівців органів влади. Висвітлено основні напрями формування сучасної ефективної системи професійного розвитку державних службовців. Встановлено, що механізми системи професійного навчання, які використовуються в зарубіжних країнах, переважно не відрізняються від вітчизняних інструментів професійного розвитку (наприклад, навчання на робочому місці, навчання позаробочим місцем (лекції, семінари, ділові ігри, міжвідомчі тренінги), групове навчання, дистанційне навчання), але їх застосування на практиці має певні особливості.

Реформування потребує високої кваліфікації та професійної однорідності апарату управління, що дасть змогу забезпечити професійний базис конституційної єдності системи влади, а також виконати перехід (вертикальний, горизонтальний, міжвідомчий тощо) публічних службовців. Терміновою вимогою сучасних реалій вважається утворення системно-інноваційної форми мислення публічних службовців.

Варто зазначити, що «професіоналізм публічного службовця покликаний забезпечити якісне виконання посадових обов'язків, стабільність

публічної служби, здатність до вирішення складних завдань та можливість і готовність до підвищення своєї кваліфікації. До основних критеріїв професіоналізму публічного службовця можна віднести: наявність вищої освіти; компетентність (знання, уміння та навички) у виконанні посадових обов'язків; наявність практичного досвіду роботи; дисциплінованість, відповідальність; чітке дотримання законодавства; політичну нейтральність; наявність організаторських, управлінських здібностей, ініціативність, творчість; здатність та бажання до просування в службовій кар'єрі; соціальну захищеність, а також його психологічні, моральні та етичні властивості».<sup>9</sup> Водночас характер і зміст виконання посадових обов'язків публічними службовцями потребують від них наявності не лише базових організаційно-управлінських здібностей, компетентності й ініціативності в розв'язанні поставлених завдань, а і високих людських якостей: порядності, вимогливості до себе, скромності й самокритичності, почуття відповідальності за доручену справу, турботи про державні та громадські інтереси. Професіоналізм виступає основною якісною категорією публічного службовця, що визначає результативність роботи і його кар'єру.

**Ключові слова:** професіоналізм, інтереси, кар'єра, посадові обов'язки, трансформації, зростання

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<sup>9</sup> Lyndyuk O.A. (2016), Theory and practice of modernization of the civil service of Ukraine in the context of globalization: a monograph. Kyiv: NAPA, S. 304.