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UDC 35.072:35.078

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MEASURES' QUALITY OF IMPROVING STAFF'S COMPETENCE IN PUBLIC ADMINISTRATION

An effective system of management training for public administration in Ukraine is formed. The process of performance monitoring of measures to improve staff's skills.

Key words: analysis, benchmarking, public administration, public service management system, personnel management, quality management.

Датій Н. ЯКІСТЬ ЗАХОДІВ З ПІДВИЩЕННЯ КОМПЕТЕНТНОСТІ ПЕРСОНАЛУ У СФЕРІ ПУБЛІЧНОГО УПРАВЛІННЯ

Сформовано дієву систему підготовки управлінських кадрів для публічного адміністрування України. Удосконалено процес моніторингу результативності заходів із підвищення компетентності персоналу.

Ключові слова: аналіз, бенчмаркінг, публічне адміністрування, публічна послуга, система управління, управління персоналом, управління якістю.

In recent years Ukraine is experiencing profound geopolitical changes, as the defining challenge of our state is to create favorable institutional preconditions for implementation of the European integration and the establishment of innovative socially oriented development model. Accordingly, the main purpose of the new stage of administrative reform is to create an effective public

administration system that would meet the standards of a democratic state with a socially oriented market economy. This development model can enhance the quality of life of citizens of Ukraine.

One of the key provisions is the basis paying attention to the quality of public services (public services), is that public sector organizations exist primarily to provide

services to customers (consumers, customers, users, etc.). In recent years in Ukraine intensified processes aimed at the adaptation of the civil service to EU standards, so it is important are the formation system of quality public services. Development of methodological approaches to the formation of the aforementioned mechanisms and building on this basis of effective models, methods and tools of management as one of the directions of further development of the methodology of government becomes extraordinary relevant today.

One of the main reasons that hampers Ukraine in the process of adaptation to international norms and established practices of control is that the implementation of state control kept the traditional approaches - dominates "methodology based management of external repressive control." Control function in government Ukraine is hypertrophied and one that is not implemented systematically. An extensive system of state control and supervision has a very low impact and does not contribute to the sustainable development of our country. Global trends ensure quality control of the state - is to harmonize the interests of all stakeholders, the transition to the mechanisms of self-evaluation, self-adjustability, self-improvement. In Ukraine, by contrast, the executive authorities exercising state control, have a fairly large impact on the activities of other organizations, so the acceleration of European integration, priority should be changing it in the work of state control. State control should be considered from the perspective of a fundamentally new paradigm - as systematic activities to provide services to the consumer explicitly expressed. This requires the development of a new methodology of these institutions through prudent management methodology based on quality.

Continuing to study the needs of customers, satisfy them and track the performance of their organization can thanks to the introduction of modern models of quality. Focusing on quality as a way to increase national competitiveness and standard of living has become one of the components of the national strategy of innovative development of Ukraine.

In the writings of Lipentseva A., D. Lesechko, V. Lobanov, E. Lofler V. Maslov, O. Obolensky V. Soroko, R. Stone, A. Chemeris the problems of improving the quality of public services are analyzed. In particular, in the writings of T. Motrenko, A. Nykytyuk, V. Novikov, authors raise the questions about the need to develop on the basis of the best world achievements domestic approaches to managing quality-based organizations that provide public services in Ukraine.

Objective formulation.

– create an effective system of management training for public administration of Ukraine;

– to improve process of performance monitoring of measures to improve staff's skills.

Current requirements for human resources management sets the ISO 9001: 2009. These requirements include: determining the necessary level of competence; ensure the necessary level of competence; evaluating the effectiveness of measures to improve competence; staff awareness concerning quality; recording data on the competence [1]. To meet these requirements and implement the necessary changes, management personnel

of public administration should acquire additional knowledge and skills. So too important to the formation of an effective system of management training for public administration in Ukraine.

In this context, considerable interest is the teachings of ISO 10015, considered by the international experts as a strategic tool in development of human resources [5].

The additional standard ISO 10015: 1999 "Quality Management. Guidelines for training" (Quality Management – Guidelines for training) is intended to provide guidelines that can help organizations identify and analyze training needs of staff, design and plan the training, provide training, to evaluate the effects of training and monitoring of the learning process personnel and improve the process [6]. In Ukraine commissioned of ISO 10015: 2008 (the ISO 10015).

The standard ISO 10015 stipulates that the training - the process of ensuring and enhance of knowledge, skills and personal abilities required to meet the requirements. Education should enhance the competence as applicable in activities of knowledge, skills and personal abilities.

In our opinion, the preparation (in terms of ISO 10015 – the design and planning of training) greatest interest guidelines for the selection of "providers of educational services" (training providers). In Section. 4.3.5 ISO 10015 states that any internal or external provider of educational services to be scrutinized before being selected for training [6]. This review may include written information about educational services provider (such as catalogs, leaflets) and evaluation reports. Checking suppliers of educational services should be based on the specification plan training management personnel and certain restrictive factors. The choice should register in the agreement or formal contract, which establish property rights, obligations and responsibilities on the learning process of managerial staff of public administration.

In the state control authority of Ukraine, the questions about evaluation of performance measures to improve competency management personnel of public administration still undecided.

The results of measures to improve staff competence is often impossible to analyze and approve until it is able to conduct surveillance and testing of persons in training in the workplace. During the specified period of time after a person took part in the event on capacity building, management of public administration should provide an evaluation to check the current level of competence. Assessment should be carried out both in the short and long term:

– in the short-term it needs to be informed by feedback from the person who took part in the event to improve the competence regarding teaching methods, resources used, and the knowledge and skills acquired as a result of learning;

– in the long term it should be assessed improve employability and productivity of a person who took part in the event of capacity.

The process of assessment should include data collection and report on the assessment, which also provides input to the process monitoring. Examples of criteria on which the evaluation will be provided in p. 4.3.4 ISO 10015 [6]:

- upcoming satisfaction of the person who took part in the event of capacity;
- the acquisition by a person who took part in the event of capacity, new knowledge, skills and personal abilities;
- changes in productivity of the person who took part in the event of capacity, new knowledge;
- satisfaction management person who participated in the event to improve the competence of new knowledge;
- the impact on the organization, which is a person who participated in the event to improve the competence of new knowledge;
- procedures for monitoring the process of training.

These guidelines ISO 10015 correspond to the international practice of corporate training, where 1959 used model Kirkpatrick D. (D. Kirkpatrick). The model describes four steps (according to level) assess the results of training:

1. Reaction: learning how pleased the participants.
2. Assimilation: facts, tools, techniques have been learned of the results of training.
3. Conduct: As a result of studies changed behavior, activities of participants in the working environment.
4. Result: what are the tangible results of studies for measured through reduced costs, timing tasks, improving quality, etc [2].

Modern approaches of evaluation of the effectiveness of measures to improve staff competence also include the fifth level – Calculation of the "return on investment" (Return on Investment, ROI) [2; 3]. Experts believe that it is advisable to calculate ROI only 5-10% of capacity management staff – the longest, valuable and strategically important. Other measures (short-term, individual training) can and should be evaluated on the Kirkpatrick's model with 4-name levels [5]. In most European institutions evaluation performed on the first (70%), third (60%) and fourth (50%) levels. The second level is used in 30% of organizations in five (ROI) used only 10% [4].

We propose a system model assessment of effectiveness of measures to improve staff competence of the controlling authority, employee self-assessment (1); evaluation by management (2); evaluation within the HR department (3); benchmarking (4).

After carrying out any measures to improve the competence necessary to conduct appropriate self-evaluation by survey participants by questionnaire measures (item 1).

In our opinion, this form should include the following components: the level of awareness on the topic of education; determine the overall satisfaction measure; determination of the level of satisfaction measure the parameters of the content and quality of teaching; determining the level of satisfaction in terms of teaching materials provided (if provided by this measure); determination of organizational satisfaction and living conditions during the event (for events held outside educational institutions); recommendations to improve this type of capacity; identification of areas for which the employee wishes to continue capacity.

We consider as appropriate to spend 3-6 months testing in the management of a person who took part in the event of capacity, new knowledge through questioning the heads of departments to determine changes in the

activity of workers increased competence (item 2). In our opinion, the questionnaire regarding Attitude heads of departments should include the following components:

- the term after the passage of the measure;
- the definition of "level of importance" acts that were committed after the measure employee;
- identify any changes in the behavior of the worker or after the relevant event;
- determination of the application in practice of knowledge (skills) that were acquired during the measure;
- identification of areas for which director considers it necessary to improve continuing competency.

Initial processing of the data collection is proposed to carry out within the HR department (item 3) of the controlling authority. Constantly need to analyze the data collected. Also consider it appropriate to introduce in the department of personnel management process separate data collection on the impact of long-term capacity building projects staff on the financial performance of departments and territorial authority of Ukrainian state standard of consumption in general and accumulate these data together with the results of surveys to assess the economic efficiency measures.

In accordance to the requirements of ISO 9001: 2009 at least once a year is necessary to analyze the quality management system from management. Within this process, we also offer to analyze the effectiveness of measures to improve the competence of staff from the management of different levels. The accumulated data on the impact of measures to improve staff competence should be used to implement benchmarking – benchmarking (item 4). While there may occur as internal benchmarking, in which compared the achievement of individual units and external benchmarking - comparison with organizations, industry leaders or HR management. In general, is it possible in this case and process benchmarking and progress monitoring for process management personnel of state control.

Another area of use of the data on the effectiveness of measures to improve the competence of staff of the controlling authority should be the preparation of reports on self-assessment model for CAF. For use in personnel evaluation system most applicable criteria, "Human Resource Management" block "Opportunities"; "The results of the staff," block "Results." Corresponding changes should be made in the methods of state control of QMS "Human Resources."

After the results of the study of human resource management issues in the quality management system of territorial authorities of Ukrainian state standard of consumption, system model assessment of effectiveness of measures is proposed in order to improve the competence of staff of the controlling authority of the following elements : self-assessment staff; evaluation by management; evaluation within the HR department; benchmarking. It is also necessary to introduce in the department of personnel management process separate data collection on the impact on the financial performance of departments and organizations in general and accumulate these data together with the results of surveys to assess the effectiveness of the measures.

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УДК 330:339.137

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THE ESSENCE OF INCENTIVE MECHANISMS IN THE MANAGEMENT OF ORGANISATION

During the writing was considered the main factors that determine the effect of motivation to improve efficiency and productivity. The main factors of motivation, the main motivation of the most influential techniques in the management system.

Keywords: Mechanism, labour motivation, market relations, labour management, factors of motivation.

Кланя М. СУТНІСТЬ МОТИВАЦІЙНИХ МЕХАНІЗМІВ У СИСТЕМІ МЕНЕДЖМЕНТУ ОРГАНІЗАЦІЇ

Під час написання статті було розглянуто основні фактори, які визначають вплив мотивації персоналу на підвищення ефективності та продуктивності праці. Визначено основні фактори мотивації, визначено основні найбільш впливові методи мотивації в системі менеджменту.

Ключові слова: механізм, мотивація праці, ринкові відносини, управління працею, фактори мотивації.

At the present stage of market relations, important problem acquires the staff motivation, improve the mechanism of motivation at all categories of workers, the problem of motivation is imperfect motivation of enterprises, lack of funding measures aimed at improving staff motivation and the fact that the company did not pay enough attention to motivation.

Throughout history, economics scholars interested in the problem of motivation, and there as quickly and effectively improve it. Questions of motivation involved both foreign and domestic authors, including: Maslow, Mr. Armstrong, A. Mitrofanova S. Duda, V. Litinsca.

Looking for a great and big aspect of the scientists can say that still the topic of management motivation arouses great interest.

The main purpose of this article is to study the impact of motivational aspects of personnel, also at improving productivity, motivation analysis of existing methods and uses of these techniques during the mechanism of motivation in the company.

Focusing on market economy, the formation of new management methods, before the question now take account of the requirements and laws of the market, new type of economic behavior for staff on to increase efficiency. This increases the contribution of each employee to the final result of the company.

Motivation – a combination of internal and external driving forces that encourage employees to action and lead to achieve their own goals and objectives [5]. The system of motivating employees should be simple and