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## **IMPROVEMENT OF SYSTEM WORK WITH PUBLIC SERVICE PERSONNEL**

Democratic reforms in Ukraine require a radical change in the system of public administration and the formation of a new cadre of public servants capable of solving complex socio-economic problems in the conditions of global transformations. The analysis of the problems of formation and implementation of public personnel policy in the authorities acquires special importance, since the success of the implementation of the state policy as a whole depends on the personnel potential.

Public service is one of the most important mechanisms of public administration, because it is the management staff employed in the field of public service that ensures the performance of tasks, functions and powers of public authorities. The public service of Ukraine, which ensures the legality of political decisions, the high-quality level of implementation of constitutional guarantees for citizens by providing them with stable and continuous public services, the integrity of the state as the main institution of governance, has a special role in building a modern European-type legal state and establishing a democratic model of public administration. Therefore, in the implementation of public policy, issues of development and implementation of management principles and methods are given an important importance.

The role, functions and some features of the formation, functioning and development of public service personnel management structures are considered in the works of domestic and foreign scientists. Among the domestic scientists who researched the problems of public personnel policy, issues related to public service personnel management, the most significant works are the works of T. Vasilevska [1], N. Honcharuk, O. Lazor [2], L. Pashko, A. Rachinsky, S. Seryogina, I. Surai, I. Khomyshyn [3] and others. However, these issues still have not lost their relevance and require further research.

The purpose of the research is theoretical substantiation and development of recommendations for reforming the human resources system in public authorities.

A characteristic of the modern public personnel policy of Ukraine is that the state and the individual act as partners in professional and labor activities, where the defining principle is the achievement of a harmonious combination of the interests of the citizen and the state, individual and national interests, the promotion of creative self-realization of an individual.

The increased level of requirements for public servants of Ukraine in a certain way creates a personnel crisis in public authorities. Therefore, the primary task of these bodies should be to reform personnel policy and personnel work. The modern public service in Ukraine does not look attractive on the labor market, both from the point of view of the level of pay, and in terms of prospects for career advancement and working conditions in general.

It is under these conditions that an integrated analysis of modern processes and mechanisms in personnel management is needed, increasing the scientific validity of methods of working with it, choosing effective personnel technologies, developing and using innovative mechanisms for the formation and implementation of personnel policy at all levels.

The effectiveness of personnel policy activities depends on the results of the activities of each public servant. The personnel potential of the public service is determined by a number of factors and factors, knowledge and consideration of them in personnel work is necessary when forming its quantitative and qualitative composition.

Constant analysis of the state of the personnel situation in the field of public service and assessment of personnel activity indicators is necessary and allows to conduct an assessment of the personnel situation and identify positive trends and existing problems in the field of personnel provision of the public service, to take measures to solve them in a timely manner.

By Resolution № 440 of April 12, 2022, the Cabinet of Ministers of Ukraine «Some issues of organizing the work of civil servants and employees of state bodies during martial law» approved the possibility of civil servants performing their duties remotely.

The specified Resolution stipulates that during the period of martial law, remote work may be introduced for civil servants and employees of a state body who are on the territory of Ukraine, by the decision of the head of the civil service in the state body, if there are organizational and technical possibilities for the performance of their official duties. The work of civil servants and employees of a state body outside of Ukraine is allowed only in the case of a business trip issued in accordance with the established procedure.

Remote work for public servants has not become a new challenge, because such a practice existed even in quarantine conditions, which necessitated changes to the Standard Rules of Internal Service Procedures (Order of the National Agency of Ukraine on Civil Service Issues of March 13, 2020 №39-20, registered in the Ministry of Justice of Ukraine on March 16, 2020 under №277/34560), which provided for the possibility of performing tasks outside the administrative building of the state body.

According to the results of research conducted by the NADS on the practice of organizing work in the public service under martial law conditions, it was established that in the conditions full-scale war, the majority of civil servants continued to work on a full-time basis, namely 67.8%. civil servants continued to work regularly. The trends regarding the change in the working regime in public bodies at various levels have been described, the workload has increased. But at the same time, the practice of

remote work has become part of the organization of work in the public service and contributes to the active use of telecommunications, which have become an integral part of daily work [3].

It is necessary to note an important aspect of personnel support, namely, increased attention in the process of preparing young people for public service on the educational aspect. In order to strengthen the educational aspect of the system of training a new generation of managers, it should be introduced into the structure of the educational process.

There is an urgent need for further improvement of content-subject, organizational-management and information-communication spheres in the main areas:

development of democratic principles of public administration; constant study and direction of the activities of public authorities to meet the real needs of their members;

improvement of the system of long-term organizational personnel planning;

development of existing and introduction of new forms and methods of work for training young people, etc.

In the direction of establishing the forms and methods of working with young people in relation to their involvement in public service, further improvement of the process of planning and implementation by youth organizations in cooperation with public authorities of programs and thematic seminars, organization of competitions for creative and scientific and practical works among young people to highlight the problems of state building, is necessary. introduction of organizational and activity games that simulate various social processes.

By implementing a complex of the above-mentioned measures, it is possible to significantly increase the level of professionalism of public servants, strengthen their material interest in the results of their work, and provide clear criteria for building an official career depending on the results achieved in a certain position, thanks to which the quality of the state's provision of public social services to citizens will improve.

The new quality of public service, which society is waiting for, is impossible without high professionalism of public servants: high level of professional competence; professional ethics, honor and executive discipline; objectivity and impartiality when preparing and making management decisions; independence of a professional position from the influence of political or private interest.

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