



Research Paper

Model of Development of Social-Psychological Resource Potential of Civil Servants

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ABSTRACT: Theoretical analysis of the current state and strategic priorities of the mechanisms of development of socio-psychological resource potential of civil servants in Ukraine found that the balance between objective supra-individual aspects of the state at the institutional level and subjective interpersonal and intra-personal aspects requires interpersonal and communication levels. changes in the traditional system of state power and the methodology of its activities. The problem of socio-psychological resource potential of the individual in modern social systems is one of the global and key problems in the civil service. Professional development of human resources of public authorities in the process of civil service reform, identification of social factors that affect the professional development of personnel. Professional competence reflects the integrative result of the relationship between the potential and activity-behavioral aspects of the innovation-acmeological culture of the manager, which is manifested in his specific activities. In fact, professional competence as an internal basis of professionalism produces a mechanism for achieving success of civil servants and civil service in general.

KEYWORDS: social-psychological resource, potential, civil servants, model, development

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I. INTRODUCTION

A theoretical analysis of the current state and strategic priorities for the formation of mechanisms for the development of the socio-psychological resource potential of a civil servant in Ukraine has established that the balance between the objective supra-individual aspects of the functioning of the state at the institutional level and subjective interpersonal and internally personal qualities at the interpersonal and communication levels requires a change in the traditional system of state power and the methodology of its activities.

The goal is to develop a model of mechanisms for the development of the social and psychological resource potential of a civil servant.

II. MAIN RESEARCH

The approach to improving the mechanisms for the development of the resource potential of a civil servant as a factor in the effectiveness of public administration in Ukraine should be considered in the context of the specifics of the implementation of the author's three-level model, covering the institutional, communication and intrapersonal level and is distinguished by the complex application of regulatory, administrative, organizational, socio-psychological, media -communication, value-cultural and motivational-operational mechanisms for the effectiveness of the development of the resource potential of a civil servant in Ukraine.

At the institutional level of the author's model of the development of the resource potential of a civil servant (regulatory and administrative-organizational mechanisms), the effectiveness of public administration in Ukraine is ensured by the following: first, a change in the methodology of the activities of government bodies to develop the resource potential of a civil servant as a factor in the effectiveness of public administration, -second,

revision of laws and other normative legal acts regarding mechanisms for the development of the resource potential of a civil servant; third, the use of variability in the forms of public administration in organizing the development of the resource potential of a civil servant, where, along with traditional forms, innovative methods of formation and development of resource potential in public administration are used (for example, an assessment center for diagnostics and development of human resources).

At the communication level of the author's model for the development of the socio-psychological resource potential of a civil servant in Ukraine (socio-psychological and media-communication mechanisms), the effectiveness of public administration in Ukraine is ensured by the quality of the functioning of communication and media technologies, the organization of trainings, the development of profессиograms, psychodiagnostics in personnel work and organization of vocational training. Based on the analysis and assessment of the effectiveness of the socio-psychological and media-communication mechanisms for the development of the socio-psychological resource potential of a civil servant, it is possible to identify relevant areas for improving and implementing these mechanisms.

At the intrapersonal level of the author's model (value-cultural and motivational-operational mechanisms) for the development of the socio-psychological resource potential of a civil servant in Ukraine, the effectiveness of public administration in Ukraine is ensured by the level of competence formation and the ability to implement constructive management strategies. This updates the next block, such as psychodiagnostics, preparation of a profессиogram and psychogram for specific departments and areas of public administration, vocational training.

A more detailed consideration of these levels and directly the mechanisms for the development of the socio-psychological resource potential of a civil servant will give us an imaginary picture of the prospects for the development of this direction and will allow us to formulate specific proposals.

The innovative methods of formation and development of resource potential in public administration include, for example, an assessment center for diagnostics and development of human resources. Evaluation of public servants is a systematic process in the functioning of any institution, enterprise, organization, significantly affects its development.

Assessment is one of the most effective methods to improve the efficiency and effectiveness of the public service in general, and the activities of each public servant in particular.

Today, the assessment center is a valid method for assessing the competencies of employees, more reliable is only long-term observation of a person in real work.

The assessment center, as a technology for assessing the professional qualities of employees, based on modeling the key moments of their activities and allowing employees (or job candidates) to demonstrate their knowledge, skills, abilities, and personal qualities in situations close to everyday workers, defines T. Bazarov, and is used for the selection, training and development of personnel. The technology of the center is an assessment of the competencies of participants by observing their real behavior in business games. Outwardly, it is very similar to training - the participants are offered business games and tasks, but their goal is not the development of skills and abilities, but equal opportunities for everyone to show their strengths and weaknesses. In each task, an expert is assigned to each participant. He records in detail the behavior of his ward, which belongs to the competence, observed [1].

The objectives of the assessment, according to D. McGregor's classification, include: informative (consists in providing managers of different levels of management with the necessary data about the work of their subordinates, as well as about their individual achievements and shortcomings); motivational (provides for the relationship of material reward and moral encouragement with work behavior, orients personnel to improve performance, acquire new professional skills necessary for better performance of tasks for social protection), administrative (implemented in the process of making personnel decisions: promotion (demotion) in service, transfer to another job, retraining and retraining, rewards or punishments, termination of the employment contract).

So, it is obvious that the creation of an independent certified institution, to carry out external independent assessment and will participate in the certification of public servants of categories "A", "B" and "C" is relevant.

Sources of information in the analysis should be: professional activities of successful employees; corporate culture of the organization, its advantages and disadvantages, organization development strategy; models of professional activity (for example, competency models already existing in the organization, universal models of competence) the results of an earlier analysis of prototypes of target professional activity; in this case it is necessary to provide evidence that the previously analyzed activity is indeed identical with the new species. The presence of competencies / criteria suitable for assessing the target professional activity is a prerequisite for developing and conducting an assessment.

There are two possible options for defining competencies / criteria:

1. There is no competency / criteria model. In this case, the development of all competencies / criteria is required. To do this, it is necessary to select only those behavioral patterns highlighted in the analysis of professional activity, by which it is possible to attest, assess professional qualifications and certify professional employees.

2. The organization has a competency / criteria model. In this case, key behaviors must be identified that will allow certification, assessment of professional qualifications and certification of professional employees. Mini-cases is a key method for assessing public officials, providing for the solution of management problems about real objects, processes, events or phenomena in the field of public administration and administration [5, p.185].

So, the assessment center method, based on the use of personnel competency assessment, can be widely used in personnel work. So, the assessment center method is effective for recruiting personnel by competencies, appointing to positions, assigning personnel, for forming a personnel reserve and planning the career growth of employees, for assessing and certifying employees by competencies, in developing programs for motivating and stimulating personnel. Thus, the assessment center method is an informative and effective way to assess the knowledge and professional capabilities of personnel in terms of competencies.

Researchers have described the most typical parameters of the distribution of competencies according to the levels of their manifestation: the intensity or completeness of the action describes how strong the person's intentions are; the breadth of action describes the number and position of people who are influenced by a person in performing work (for example, effective workers often solve more problems than are included in their official duties, and average workers are usually limited to innovations that cover only the range of direct responsibilities of "connections" in the competences related to thinking and problem solving, the complexity of the analyzed one is assessed. For example, a person can be guided by common sense and past experience to solve problems, or he can collect ideas, observations, a question into a single concept and find a fundamentally new approach to solving a problem; effort and time spent on the task.

The effectiveness of the assessment center is determined by the presence of the following conditions: first, a competency model must be developed at the enterprise, which includes competencies that are important for the given enterprise, positions. Secondly, to conduct an assessment center, simulation exercises are needed, which allow observing the participants' competencies as they are performed. The most common way to create a bank of simulation exercises is to customize and adapt existing ones to the specifics and conditions of the position or work. Thirdly, a prerequisite for holding an assessment center is the presence of a leader (administrator) and a team of observers, whose role is to observe the participants and fix behavioral indicators, on the basis of which the final assessment is formed. The fourth condition for holding an assessment center is the availability of appropriate premises and equipment for the implementation of the planned exercises and the scenario of the assessment center [4, p.84].

So, the assessment center is one of the methods for a comprehensive assessment of public officials, based on the use of complementary methods, focused on assessing the real qualities of employees, their psychological and professional characteristics, compliance with the requirements of job positions, as well as identifying their potential capabilities.

Advantages of having to use the Center for Evaluation of Public Officials: first, the center must be an independent, certified institution; secondly, focused on assessing the real qualities of employees, their psychological and professional characteristics, compliance with the requirements of job positions, as well as identifying their potential capabilities, thirdly, it is one of the most accurate methods for assessing the competencies of public servants, by interviewing, testing, observation their real behavior in business games and cases.

The innovative methods of formation and development of resource potential in public administration at the communication level include acmet training strategy.

Civil service as a type of managerial activity belongs to the professions of the "person-to-person" system, therefore, one of its leading functions is the communicative function and the development of a holistic phenomenon of professional skill certainly requires the formation and development of the interpersonal component of professional activity.

Acmeological training is presented by us as a system that attracts interconnected active means of group and individual socio-psychological work, which ensure the all-round development of the personality, the effectiveness of its self-realization in the process of activity, optimization of relationships and relationships, and also contribute to overcoming crises and other vital activity.

To optimize the development of the creative potential of civil servants in the social sphere, an acmet training strategy has been developed, which determines the purpose, content, logic of organization and methods of group and individual correctional and developmental work with acmeological means in the interests of harmonious development and productive self-realization of state and municipal employees of the social sphere.

According to the acmet training strategy, a system of socio-psychological trainings and auto-training was used, which are united by a single goal - continuous active optimization of the development of creative potential. This system includes social and psychological trainings and auto-training [3].

The acmet training system includes: training in sensitivity and creativity; team building training; acmeological training; self-development coaching; communication training; acmeological training to optimize the style of professional activity of a social worker.

The professional skill of civil servants can be defined as creative mastery of the optimal complex of effective technologies for professional activity, based on a high level of the result of the formation of professionally important personal qualities that provide creative productivity in professional activity and the desire for professional self-improvement.

Innovative methods for the formation and development of resource potential in public administration include, for example, profессиograms, how the method is improved by studying the profession. The development of a profессиogram is the creation of a document, the so-called passport of a profession, in which a complex, systematized and comprehensive description of the objective characteristics of the profession and the totality of its requirements for a person is submitted.

One of the priority directions of modernization of public administration in Ukraine is to solve the issue of ensuring the professional competence of civil servants. To address this issue, it is important to achieve a balance between the reform of the vocational training system and the perfect study of the profession. Reforming the system of advanced training and creating conditions for their continuous professional training during their service or exercising the relevant powers (taking into account the best world practices and domestic traditions), as well as scientific developments and the introduction of mechanisms for the professional development of civil servants into domestic practice. In this case, the perfect study of the profession is the development of a profессиogram - a document in which a complex, systematized and comprehensive description of the objective characteristics of the profession and the totality of its requirements for a person is submitted.

The relationship between vocational studies and vocational guidance, training, development and formation of a future specialist, effective professional activity, employee competence, high-quality educational and qualification characteristics [2].

One of the alternatives for solving the problem of developing practice-based professional standards of activity in public authorities is the methodology of profессиography that provides knowledge about the essence, content, nature and specifics of the functioning of civil service personnel, socio-economic and technological conditions and psychophysiological characteristics of state management work ... Profессиogram and psychogram make it possible to reflect the dynamics of changes in professional functions and requirements for the personality and professional activity of a civil servant in the context of modern social transformations, the influence of scientific and technological progress.

III. CONCLUSION

So, the model of functioning of the mechanisms for the development of the socio-psychological resource potential of a civil servant reflects: objective supra-individual aspects of the functioning of the state at the institutional level and subjective (interpersonal, internally personal) aspects of interaction at the intrapersonal and communication levels.

At the same time, it is argued that the institutional level ensures the orderliness of the activities of state structures, their ergonomics, substantive revision of the relevant laws and other regulatory legal acts, the creation of assessment centers as an independent certified institution, to carry out a comprehensive external assessment and certification of public officials in order to ensure and implement effective state personnel policy. According to the communication and intrapersonal levels, they consist in ensuring the multidimensionality of motivational, communication and socio-psychological tools to achieve the effect of correctness on career growth, ethical behavior, professional competence of employees in the public administration system.

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