



## **КАДРОВЕ ЗАБЕЗПЕЧЕННЯ СОЦІАЛЬНОГО РОЗВИТКУ ДЕРЖАВИ**

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**Анотація.** У статті розглянуто основні проблеми кадрового забезпечення соціального розвитку держави та запропоновано основні шляхи вирішення зазначених проблем. В роботі з'ясовано, що органи державної влади мають свою специфіку, яка полягає у тому, що у результаті їх ухвалюються різні рішення, що належать до різних сфер діяльності суспільства – це політичні, економічні, соціальні, міждержавні, екологічні та інші, які найчастіше набувають інформаційної форми (закони, постанови, розпорядження, довідки тощо). Основними напрямками удосконалення кадрового забезпечення соціального розвитку є: створення національної системи управління персоналом та її складових, орієнтованих на пріоритети соціального розвитку; розроблення та впровадження моніторингу соціального розвитку; детінізація ринку праці, подолання зловживань при наймі працівників; створення технології залучення інвестицій у людський капітал; удосконалення існуючої системи професійної підготовки кадрів у сфері державного управління соціальним розвитком; впровадження сучасних методів, принципів та механізмів кадрового менеджменту у національну систему управління персоналом.

**Ключові слова:** соціальний розвиток, інфраструктура, кадрове забезпечення.

## **КАДРОВОЕ ОБЕСПЕЧЕНИЕ СОЦИАЛЬНОГО РАЗВИТИЯ ГОСУДАРСТВА**

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**Аннотация.** В статье рассмотрены основные проблемы кадрового обеспечения социального развития государства и предложены основные пути решения указанной проблемы. В работе выяснено, что органы государственной власти имеют свою специфику, которая заключается в том, что в результате их деятельности принимаются различные решения, которые относятся к различным сферам деятельности общества – это политические, экономические, социальные, межгосударственные, экологические и другие. Зачастую эти решения принимают информационную форму (законы, постановления, распоряжения, справки и т. п.). Основными направлениями совершенствования кадрового обеспечения социального развития являются: создание национальной системы управления персоналом и ее составляющих, ориентированных на приоритеты социального развития; разработка и внедрение мониторинга социального развития; детенизация рынка труда, совершенствование системы найма сотрудников, создание технологии привлечения инвестиций в человеческий капитал, совершенствование существующей системы профессиональной подготовки кадров в сфере государственного управления социальным развитием, внедрение современных методов, принципов и механизмов кадрового менеджмента в национальную систему управления персоналом.

**Ключевые слова:** социальное развитие, инфраструктура, кадровое обеспечение.

## PERSONNEL PROVISION OF NATIONAL SOCIAL DEVELOPMENT

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**Abstract.** The article describes the main challenges of staffing social development of the state and the basic ways of solving this problem. The paper found that the public authorities have their own specificity, which is that, as a result of their work to make different decisions that relate to different areas of activity – it's political, economic, social, inter-state, environmental and others. Often these decisions are made by the information form (laws, regulations, orders, inquiries, etc.). The main directions of improving the staffing of social development are: the establishment of a national human resource management system and its components, focused on the priorities of social development, the development and introduction of monitoring of social development; detenizatsii labor market, improving the recruitment, development of technology investment in human capital, improving the existing system of professional training in the field of state management of social development, the introduction of modern methods, principles and mechanisms of human resource management in the national system of personnel management.

**Keywords:** governance, social development, the effectiveness of social development.

### Setting of a problem

The national social development existence is impossible without an infrastructural support consisting of several constituents: personnel provision, investment and innovative components.

To social development efficiency a state needs operational system of national management of social development having purposeful influence on society for its regulation, protection, perfection and development. This type of purposeful of the impact is provided by managerial personnel being the most important constituent of the national social development process.

### The analysis of the latest research

The papers of foreign and Ukrainian scientists: A. Ahlamov, V. Bakumenko, O. Bandurko, S. Belaya, V. Bodrov, Z. Varnaly, N. Volgin, V. Vorotin, V. Geyts, I. Mikhasyuk, I. Rozputenko, M. Tchemachenko, etc are concerned with the problems of national social development. However, the problems attacked in the papers of above-mentioned authors, have not been solved, thus, the social problems of national development are still topical ones.

*The purpose* of the paper is determination of fundamental problems of personnel provision of national social development.

### The basic content of the paper

Let us begin the study of activities of managerial personnel of social development with determination of social development management. While scrutinizing the history of social development management formation, one can detect social aspects already in its fundamental theories. For example, M. Emerson considered the most important principle of management to be obedient relation to personnel, A. Fayol for the first time determined qualities that must be inherent to personnel, i.e. they are physical, intellectual, moral qualities and also special knowledge. Vice versa, the fundamental principle of control system of G. Ford is to be independent from a person [4].

At carrying out of further studies at control system, the psychological factors significance has been detected. The managerial tools have been worked out: style of management, labour motivation, psychological climate in staff and personnel. Thus, a manager must have vocational training. In general, all that in ultimate total served to formulate social and personnel management and as a part of case of social development management.

The conception of the social development management can be determined on the basis of existing concepts:

- organizational and structural significance: social activity management existing at national,

- regional and local standards and having corresponding organizational structures;
- functional significance: general functions of management with social activity regardless from a standard and a subject, being forecasting, planning, organizing, coordination, motivation, marketing, accounting and control; types of activities according to position, subdivision, system;
- administration activity of various levels at the social protection system: variety of executive roles – a sponsor, an administrator, a social psychologist, an information employee, a lawyer, a businessman, a politician, a teacher; uniting of a woman’s role – a manager and a housewife; professionalization;
- the process including various elements: information, purposeful orientation, division of functions and formation of organizational structures, resource endowment, forms and methods of management, control of execution;
- managerial activity: the subject of activity (information), the way of activity (organizational and technique) personnel (qualification characteristics).

As we can see from the list of significant, a social policy – a complex of tasks directed to improve-

ment of vital capacity of people in a country, region and enterprises – is of paramount importance in social development. The important characteristics of a social policy is justification (estimated supply of goals with necessary resources), reality (orientation to solution of the most prominent social problems), actuality (social and economic planning) and successfulness.

To attain successfulness of social development is possible owing to qualified managerial personnel, selection of which is one of the principal tasks of infrastructural provision of social development (Fig. 1).

As you can see at the Fig. 1, the personnel is the first principal constituent of social development. Managerial personnel for the national social development is the first and for most among all governmental and local authorities executing managerial functions.

Governmental authorities have its own specific character being in fact that in the result of their activities various decisions belonging to different fields of activities of the society have been carried out. They are political, economic, social, international, ecological, etc activities accepting more frequent informative form (laws, decrees, orders, certificates, etc). On the one hand, the subject of

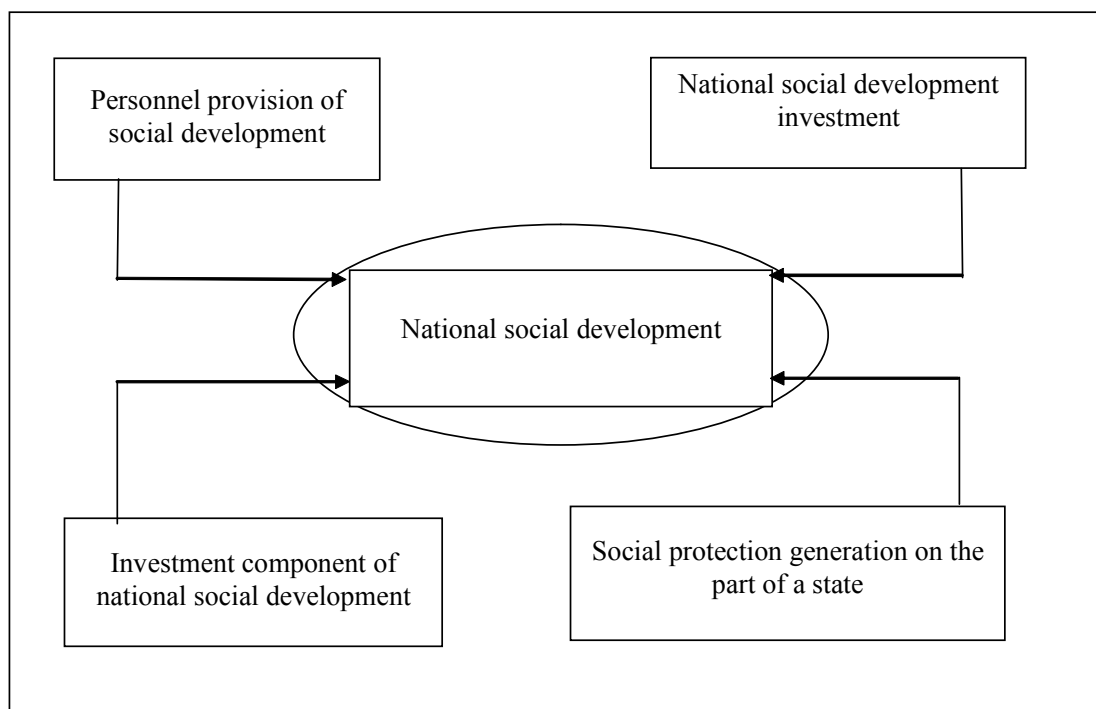


Fig. 1. Infrastructural support of social development.

activity at governmental authorities is information being one of the resources of the authorities and bodies [1].

The Central body of executive authority upon the matter of support of the common national policy in the field of social problems and protection is the Ministry of Labour and Social Policy of Ukraine together with the Departments of Labour and Social Problems of the Oblast and District Boards of Deputies of Ukraine. The Ministry of Labour and Social Policy works in interaction with the bodies of executive authority of the oblasts, cities of Kiev and Simferopol and civic organizations.

Key tasks of the Ministry of Labour and Social Policy are:

- policy development in the social and labour sphere;
- activity coordination of the national social and labour sphere;
- development of priority lines of the social policy of the government;
- creation of the legal and normative base of social and industrial regulations;
- participation in signing of General and branch agreements;
- regulation of manpower market and employment of people.

Fundamental fields of activities of the Ministry of Labour and Social Policy are given in Fig. 2.

The Government Employment Service, the National Academy of Labour, the Research Institute for Labour and Employment of People in Kiev, the Research Institute for Social and Labour Relations in Lugansk, the Central Office for Norms in Matters of Labour, the Institute for Training and Advanced Studies, etc are the jurisdictional organizations of the Ministry of Labour and Social Policy.

Bodies of local government are the executive machines and representative offices; they take political, economical, social, interstate, ecological and other decisions within the framework of its competence which are obligatory on the jurisdictional territory.

The bodies take decisions affecting on social development of regions and state on the whole. The examples of such kind of decisions are drawing up of the national social programmes and control for the implementation of the programmes.

According to the National Personnel Policy Strategy of Ukraine to 2012–2020 (then Strategy) [2], the present Ukrainian society is characterized by a gap between the existing model of development of the national human potential and requirements of the market, and democratic society.

The up-to-date model of human potential doesn't provide necessary quantitative and qualitative characteristics of manpower resources. There is a tendency in depopulation, ageing, population poverty, labour migration abroad, deformation in the employment sphere, marginality of trained experts, dissatisfaction of the working conditions, absence of stimuli to professional development at the majority of enterprises and organizations of the state. The inveterate modes of labour organization and management, technique and process, and technical equipment, non-adaption to the market conditions, weak national social development promote attaching of the negative phenomena.

The factors connected with information support, exactly information technology development, introduction of electronic management impact essentially on personnel support creation of social development. There is creation of post-industrial society in the state and this society demands cardinal change of up-to-date personnel structure being different from the industrial society personnel.

According to the Strategy, the fundamental problems of the personnel provision of social development are:

- the lack of development restraint and functioning of national personnel provision system;
- the lack of efficient system of monitoring of requirements of society and state in experts with correspondent educational and skill level, insufficiency of mechanism of state order formation to train the experts;
- the lack of balanced system of young people career guidance management, objective principles of its choice and education, slow speed of contemporary techniques of professional development;
- insufficient application scientific approach, results of research and investigations at creation and implementation of the national personnel policy.

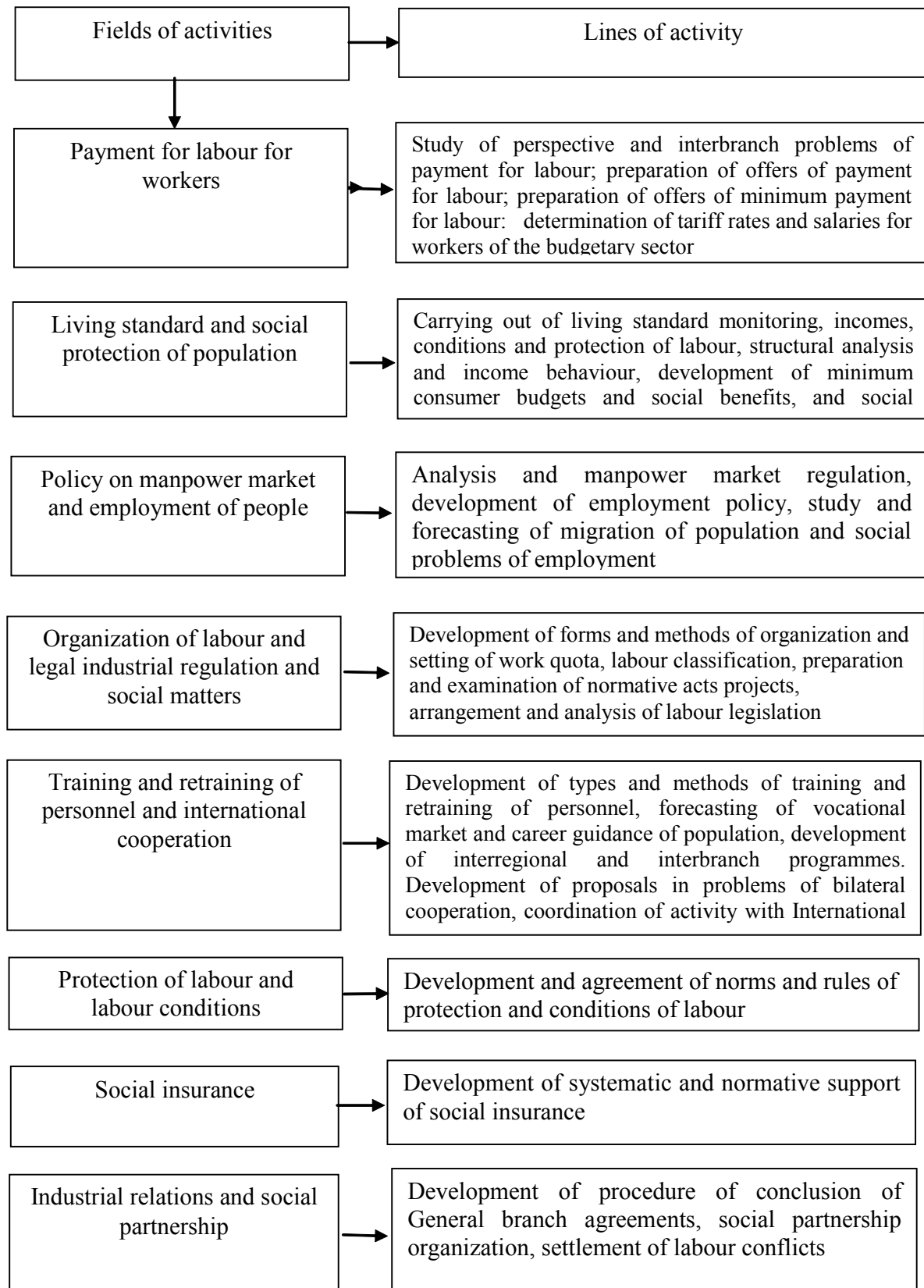


Fig. 2. Fundamental spheres of activity of the Ministry of Labour and Social Policy [8].

Implementation of the national personnel policy (in accordance to the Strategy) should be directed to achievement in the social aspect – to high level of human potential of the state, satisfaction with expectation concerning the professional self-implementation, worthy remuneration of labour.

The main trends of personnel provision improvement of social development are:

1. Establishment of the National System for Personnel Management and its components oriented to social development priority.
2. Working out and introduction of social development monitoring.
3. Denshading of manpower market, to win a victory over abuses at workers' employment.
4. Formation of process of attraction of human investments.
5. Improvement of existing system of personnel vocational training in the sphere of governmental management of social development.
6. Introduction of the present-day methods, principles and mechanisms into the national system of personnel management.

In majority countries of the world, contemporary system of personnel management is based on the rational organization of personal activity of management of a subject and activity organization of an object of management.

Rational organization of an activity of a state power officer and local self-government consists of two parts, namely, self-management and time control [3].

The Keite-Kinant concept on compilation of individual programmes for improvement of a personal activity by shirking of redundant responsibility and permanent personal improvement and activity can be taken as a basis. Self-management foresees adequate assessment of personal actions, that's why it can control its actions efficiently. Self-assessment plays important part in self-management. Just only personal achievements will help to increase self-assessment. Self-confidence will appear only in case of personal standards formation.

Eisenhower matrix is in the basis of time control (Fig. 3).

Application of the matrix will help managerial personnel to improve the management of working hours. A manager, who strives for success of his department, must avoid squares III and IV.

In the work of enterprises of government administration which are infrastructural support of social development, it is necessary to apply functions of personnel management: planning, organizations, motivation and control.

Application of planning function in state bodies is used at development of strategic trends of

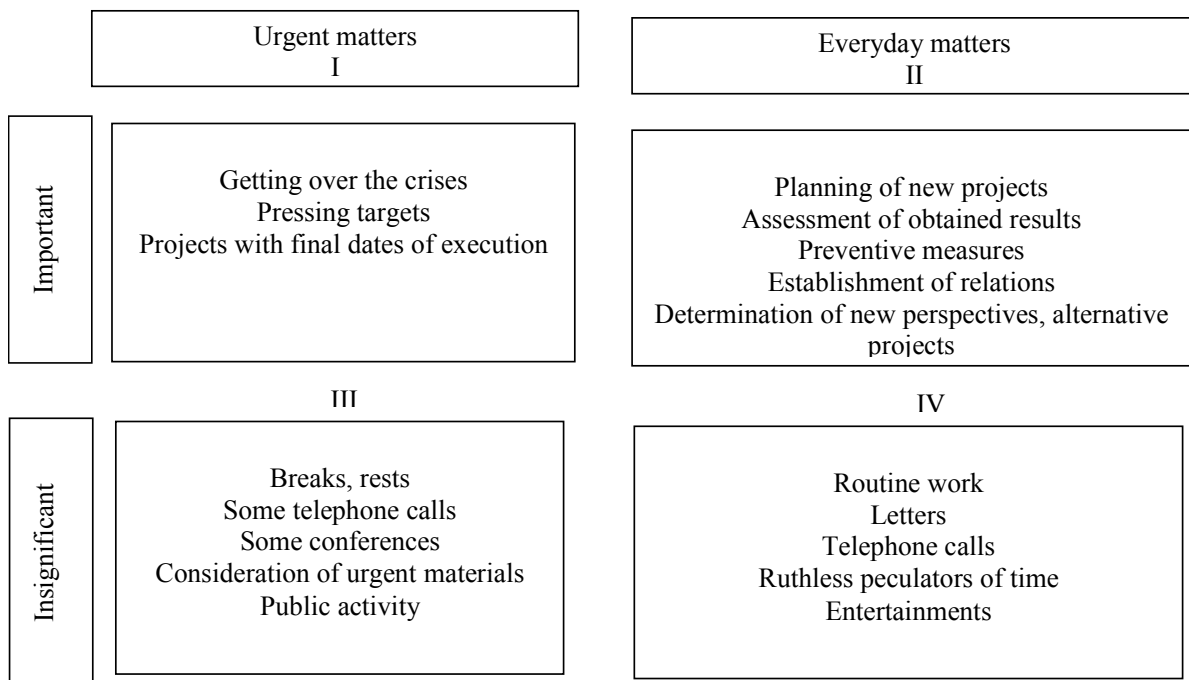


Fig. 3. Eisenhower matrix.

their development but, unfortunately, the strategic management is not paid much attention. It is stipulated by the following reasons [6]:

- redundant concentration and attention of state bodies heads to solution of current tasks;
- necessary strategy of personnel strategy of national social development;
- initiative actions of the heads concerning of introduction of series of progressive mechanisms of state bodies development management;
- insufficiently developed strategic thinking in heads of functional subdivision of the state bodies;
- the state bodies heads possess insufficient information about real positions of the organization they supervise;
- efficiency criteria of state bodies functioning serve as a guide for the heads of all structural subdivisions and workers are not worked out;
- state bodies use tightly regulated management systems.

Determination of the personnel provision strategy of social development is necessary together with planning and personnel organization, its selection and location.

The process of personnel selection is an investigation with the aim of determination of candidates' applicability to perform functional duties on corresponding post. Existing sequence of activities provides necessary scientific standard of personnel selection process. Introduction of programs, passports of positions, etc, i.e. the list of qualities, abilities and skills, which government official must possess, are proposed for perfect personnel selection.

The Sector (Administration) by personnel is proposed to introduce for improvement of the structure of regional, state bodies.

The sector consists of two departments and 8 established posts: the Head of the Administration – (1 post), the Deputy of the Head of the Administration – the Head of the Staff Department (1 post), the Head of the Department of Regulations and Personnel Advancement (1 post), senior experts (2 posts), the Sector of Personnel Documents (senior experts – 2 posts).

Foundation and activity of the Sector (Administration) permits to concentrate offices' efforts to:

- working out of personnel policy concept at regional level;
- implementation into practice papers of contemporary personnel technologies in the system of regional management bodies;
- continuation of development of normative and legal base in the problems of personnel work;
- creation of personnel reserve of heads of administrations and departments of Public Administration of Oblast, complex activity organization for its preparation;
- motivation of efficient personnel activity, its permanent professional improvement;
- monthly professional training of stand by people and their probationary period.

### Conclusion

Moreover, implementation in practice of the majority of contemporary personnel technologies by personnel services is impossible at the given moment for the following reasons:

- the lack of standards of activities of personnel administrations (personnel services), attached in normative documents – it is necessary to work out typical status about the personnel service of local authorities, position regulations of a personnel service officer, professionogram, a passport of a post;
- the lack of personnel technologies adapted with regard to special features of a public service and being ready to application;
- officers of personnel administration (personnel services) have insufficient qualification in personnel selection.

Improvement of personnel provision of social development demands serious modernization of personnel administrations (personnel services), introduction into practice innovative approach activity, which needs to be put into a complex model of creation mechanism of personnel provision of social development. This model will be the base for the Strategy of personnel provision of the national social development.

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