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OPPORTUNITIES FOR ADAPTATION OF FOREIGN EXPERIENCE IN  
DEVELOPING HUMAN RESOURCES POTENTIAL OF THE CIVIL SERVICE

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Differences in national cultures, legal and regulatory requirements, business practices, and other factors that influence the development of civil service personnel make it impossible to apply standardized professional selection models for effective personnel management across countries. However, adapting the management practices of other countries can be useful in terms of identifying new, effective forms and methods of personnel management.

Problems in public administration prompted the development of the competency-based approach. The first studies in the 1970s focused on identifying the most important competencies of employees of the Diplomatic Information Service of the US Department of State. Prior to this research, employees were selected based on the results of an examination assessing knowledge of the history of Western civilizations and the United States, level of English language, and the principles of national economic and governmental functioning. Because of the application of the competency-based approach, the list of competencies inherent only to the best employees included

intercultural interpersonal sensitivity, positive expectations of others, and the ability to grasp quickly the political trends and patterns [1].

In the 1980s, research into the specific application of the competency-based approach in public administration was continued by E. Borjonovi and P. Brovotto, who noted such specific competencies of civil servants as adaptation and acceptability to bureaucratic control, the ability to adequately perceive pressure from the media, compliance with regulatory requirements and regulations, and the priority of public interests of groups [2].

H. Kuperus and A. Roud systematized the practices of personnel management in the civil service in European Union countries and concluded that certain national differences exist that hinder the implementation of a universal competency model at this stage [3]. They classified the personnel management systems of government agencies into four groups (Table 1).

Table 1

Models of human resource management systems for the highest level of government in European countries [4]

Type of model	Description
Centralized organization of personnel management	The status of civil servants is formalized by law and other regulatory legal acts. Support and administration are provided by a centralized government service dedicated to this category of employees, which provides professional support, develops a motivation system for senior civil servants, and develops assessment and training programs.
Formalized organization with special conditions	The status of civil servants is formalized by law and other regulations, and is distinguished by specific conditions of service. There is no centralized human resources management body; support is provided by a single national human resources service for all positions in government agencies.
A formalized organization without special conditions	The status of civil servants is formalized in law and other regulations, and there are general conditions for service. There is no centralized human resources management body; support is provided by a single national human resources service for all positions in government agencies.
Model for recognizing	The status and special conditions of personnel work with senior civil servants

the status of senior government officials with special conditions	are not regulated by law, but in fact they exist in the form of certain benefits, support, etc. Management is carried out under special conditions by a single national personnel service.
The model of ignoring the top level of public administration	The special status of senior officials is not enshrined in law or indirectly (in the benefits and preferences system). The National Personnel Service employs a wide range of personnel development tools for all civil service positions.

Continental European countries (except Belgium and the Netherlands), as well as Scandinavian countries, implement the fourth model of senior civil service management. The United Kingdom, Belgium, and the Netherlands employ the first model combined with the second. The only countries with the fifth model are Eastern European states, due to the intensive process of public administration reform in this part of Europe.

In Australia, assessment centers develop competency models and profiles for public servants and implement them. Their objectives include activating and developing the competencies of public servants, providing opportunities to develop new skills and knowledge; promoting self-awareness and self-discovery; identifying leaders with the greatest potential and the level of development of the necessary competencies; and developing individual professional development plans for senior public managers.

Overall, we note significant similarities in civil service competency models across countries. In European practice, the "resource conservation and maximization" competency cluster is important, while ignored in US civil service practice; a functional assessment element is present. The development of a competency system can be achieved through the involvement of a third-party organization specializing in HR outsourcing (as practiced in some US states and municipalities), the activities of a single structure within the state administration apparatus (for example, the US Federal Personnel Management Service), or supranational institutions whose emergence is driven by integration (the Association of Municipal Managers in the European Union).

Significant limitations in the application of international experience in developing competency profiles for civil servants stem from differences in the process itself. In national practice, competency system modeling is implemented according to the following algorithm: domestic and international theoretical and methodological

experience in competency development is studied, a competency system is modeled, it is tested in HR management practice, and a conclusion is drawn regarding the effectiveness of the resulting model.

A conceptually different approach to competency research is common in international research practice. The first stage is a study of existing practices in formulating professional requirements for management personnel and identifying the determinants of the professional effectiveness of managers at various levels. At this stage, correlation-regression and other statistical methods for determining relationships, content analysis, and analysis of the company's strategic management documents can be used. Next, the traditional qualification model is adapted to the tools and terminology of the competency-based approach, resulting in a competency model. The resulting model is tested, its feasibility is analyzed, and the competencies are adjusted.

The development of a competency framework can be achieved through the involvement of a third-party organization specializing in HR outsourcing (as practiced in some US states and municipalities), the activities of a government agency (for example, the US Federal Personnel Management Service), or supranational institutions whose emergence is driven by integration (the Association of Municipal Managers in the European Union).

In our opinion, given the relative centralization of the civil service and the strengthening of the vertical power structure, the most appropriate approach is to establish a single assessment center as the governing body for HR work with civil servants.

There is no single, universal competency model whose high level of development reliably guarantees the effectiveness of a civil servant manager's professional performance. However, we note significant similarities in civil servant competency models across countries, albeit with some differences in the approach to developing such models. In European practice, the "resource conservation and maximization" competency cluster is important, while ignored in US civil service practice [5]. A functional assessment element is present. To implement a competency-based approach in the personnel work of government agencies, it is proposed to adapt the assessment center

technology taking into account the possibilities and limitations caused by the modern requirements of society and the economy.

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