

## **EASTERN EUROPEAN APPROACH TO PROFESSIONAL TRAINING OF CIVIL SERVANTS: EXPERIENCE FOR UKRAINE**

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In Ukraine, there is a need to reform the civil service, which in particular is manifested in the need to reform the system of training personnel for the civil service. This process is impossible without using the foreign experience of leading European countries, which will allow for more effective implementation of the reform policy in this area.

Let's analyze the experience of training and advanced training of civil servants in Poland and Latvia. These countries, being within the same time frame, have demonstrated a much more effective transition from the administrative system of training civil servants to a liberal-democratic one than Ukraine and can become a model for activating these processes in our state.

The specific feature of the Polish civil service is that the Civil Service Corps includes only those positions that are subject to the power of the Prime Minister. Those who are subordinate to other constitutional authorities are not part of the Civil Service Corps. Ministers, state secretaries, Deputy Secretaries and voivodeships, governors, and their deputies belong to the political sphere and are not included in the civil service. The Civil Service Corps is divided into two categories: civil service employees who work based on an employment contract, and civil servants who work based on an appointment. Employees who have entered the civil service for the first time must complete a preparatory service, the term of which does not exceed 4 months and ends with passing an exam. A key element of the system of retraining civil servants in Poland is training that is planned, administered, and supervised by the head of the Civil Service and the Office of general directors. This training is a program of training civil servants in various areas by their positions and competence. This system is specific in nature and is focused solely on providing the specific necessary knowledge for a selected group of civil servants. At the same time, the country trains civil servants in the framework of inpatient and distance education in higher educational institutions for the educational degrees of "Bachelor" and "master".

In Poland, the National School of Public Administration is a key educational institution that provides services in the field of training civil servants. This institution is engaged in direct training of future personnel for state and municipal service, after which graduates are automatically accepted into the civil service. Recruitment to the school is carried out on an open and competitive basis, through an independent assessment of the knowledge and skills of future civil servants. In addition, the National School of Public Administration conducts preparatory courses and seminars following the existing needs of the civil service.

The system of training civil servants in Latvia is quite interesting for our country. The legal basis of this system is the law on Civil Service and relevant bylaws approved by resolutions of the Cabinet of Ministers. The general principles of organizing the system of professional training of civil servants are developed under the main approaches to the system of civil service positions.

The requirements for participation in the competition are the necessary professional skills and competencies defined for each position held by a civil servant in the catalog of works, which is detailed by a specific institution. There is no special initial training for civil servants in Latvia. The higher education requirement for a civil servant guarantees that only a person with a higher education diploma can participate in the competition. The expected professional specialization for applicants is determined by competitive requirements and verified through competition. Interestingly, Latvia has a system of parallel training of civil servants in the framework of direct work. Thus, the vast majority of civil servants in Latvia study by correspondence, evening, or distance learning at universities in the country. This system of training civil servants is a key one in Latvia.

The system of training civil servants and local government employees is implemented in a system of public and private training with the involvement of experts from both the public sector and independent from the private education sector. At the same time, training programs for civil servants are developed and implemented exclusively within the competence of state bodies. In particular, training programs are developed and approved for adoption by the state Office of Latvia. The system of training and retraining of civil servants in Latvia is financed exclusively from the state budget of the country.

So, the current system of training civil servants in Ukraine should be reformed within the framework of an open model that ensures a high level of application of information technologies and distance education, involvement of the private sector in the training of civil servants, the advanced nature of training and continuity of education along with the formation of a high level of responsibility and works for results.