

ДЕРЖАВНА СЛУЖБА, СЛУЖБА В ОРГАНАХ МІСЦЕВОГО САМОВРЯДУВАННЯ

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PROSPECTS OF APPLICATION OF ALTERNATIVE TECHNOLOGIES IN THE EVALUATION OF CIVIL SERVANTS' ACTIVITIES

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The effectiveness of the activity of public authorities closely correlates with the reforms being carried out in the country and is one of the ways of improving the management of socio-economic systems in modern society. To promote the development of methodological approaches to the selection of effective technologies for evaluating the performance of civil servants. Today, the issues of quality of public service provision, the effectiveness and efficiency of the professional activity of civil servants, the dependence of decisions made on political influences or considerations are particularly acute. That is why assessing the performance of civil servants should be an important tool for objectively monitoring the performance of public authorities in the context of completing their complex tasks. A well-grounded and high-quality annual assessment of civil servants also depends to a large extent on the establishment of an effective system of performance indicators for civil servants. However, researchers and experts often point to the lack of a means of assessing the performance of civil servants that would meet practical needs. The peculiarities of the assessment of civil servants are investigated and the shortcomings of the corresponding procedure are established. For the successful functioning of the system for evaluating the performance of civil servants, it is necessary to develop a set of measures to take into account innovative methods. In order to improve the evaluation procedure of a civil servant, the article is considered alternative technologies of the evaluation of the activities of public officials. The tendencies of development of estimation technologies for civil servants on the basis of application of psychometrics, virtual centers of estimation and simulation, virtual reality and mini-games are considered. Also, the limitations in the application of evaluation technologies and their further development are singled out. *Keywords:* Virtual centers of estimation and simulation; virtual reality; mini-games; psychometrics; public officials.

ПЕРСПЕКТИВИ ЗАСТОСУВАННЯ АЛЬТЕРНАТИВНИХ ТЕХНОЛОГІЙ ПРИ ОЦІНЦІ ДІЯЛЬНОСТІ ДЕРЖАВНИХ СЛУЖБОВЦІВ

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У статті обґрунтовано, що ефективність діяльності органів державної влади тісно корелює з реформами, які проводяться в країні, і є одним із чинників удосконалення управління соціально-економічними системами в сучасному суспільстві. Наголошено на необхідності сприяти напрацюванню методичних підходів до підбору ефективних технологій оцінки діяльності державних службовців. Сьогодні питання якості надання державних послуг, ефективності професійної діяльності державних службовців, залежності прийнятих рішень від політичних впливів чи міркувань набувають особливої актуальності. Ось чому оцінка ефективності діяльності державних службовців має бути важливим інструментом об'єктивного контролю за роботою державних органів у контексті виконання їх складних завдань. Належно обґрунтована та якісна щорічна оцінка державних службовців значною мірою також залежить від створення ефективної системи показників ефективності роботи державних службовців. Однак дослідники та експерти часто вказують на відсутність засобів оцінки ефективності діяльності державних службовців, які б відповідали практичним потребам. Досліджено особливості оцінювання державних службовців та виявлено недоліки відповідної процедури. Зазначено, що для успішного функціонування системи оцінювання діяльності державних службовців необхідно розробити комплекс заходів з урахуванням інноваційних методів. З метою вдосконалення процедури оцінки державного службовця в статті виокремлено альтернативні технології оцінки їх діяльності. Розглянуто тенденції розвитку оціночних технологій для державних службовців на основі застосування психометрії, віртуальних центрів оцінювання та моделювання, віртуальної реальності та мініігор. Виокремлено також обмеження в застосуванні оціночних технологій та перспективи їх подальшого розвитку.

Ключові слова: віртуальні центри оцінки та моделювання; віртуальна реальність; мініігри; психометрія; державні службовці.

Formulation of the problem in general. In Ukraine, in the civil service, the most common type of personnel assessment is the certification of civil servants and the passing of a qualification examination upon hiring. During the certification, the activity of the civil servant, the business and

professional qualities of the employees in the performance of their official duties are evaluated, the knowledge of a specialist of legal acts of Ukraine is determined during the qualification examination. The process of certification of civil servants in Ukraine is regulated in a by-law of Ukraine.

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Although the certification aims to objectively evaluate the achievements and results of the civil servant's work, the formalities of the stages of the civil servants' certification can be stated. The main problems of inefficient use of this personnel technology are, first of all, the lack of development of methods and tests for determining the abilities and capabilities of a civil servant; second, the lack of an independent assessment of the personal and professional qualities of candidates for public service; thirdly, the lack of regulated rules in the current legislation regarding the assessment of the civil service personnel and the connection of this assessment with the passing of the civil service; fourth, subjectivism in evaluation; Fifth, the lack of methods for assessing the effectiveness of the activities of both individual public servants and institutions.

Analysis of recent research and publications. The effectiveness of the activities of the units of state structures is connected with the implementation of reforms and is one of the directions of improving the management of socio-economic systems in modern society.

Today the question of the quality of public services is relevant. This, in turn, is accompanied by the efficiency and effectiveness of the professional activities of civil servants. Therefore, the issue of evaluating the activities of civil servants should become an effective tool for the objective control of the results of state structures (Schwartz, Park, Sap, Weingarten, Eichstaedt, Kern, Stillwell, D Kosinski, Berger, Seligman, & Ungar, 2015; Boyd, Wilson, Pennebaker, Kosinski, Stillwell, & Mihalcea, 2015).

Problems of evaluating the activity of civil servants were considered in works by leading scientists such as (Alyushina, 2015), (Averyanov, 2011), (Babinova, 2010), (Nyshnyk, 2014), (Soroko, 2004), etc., however, despite the thoroughness of these studies, the above question remains relevant today.

Formulation of the goals of the article (formulation of the task). Assessment is the main personnel technology, which is aimed at assessing civil servants, their knowledge, skills and skills. The mission of assessing civil servants is to determine, on the basis of the assessment of the knowledge, skills, skills of a civil servant, the efficiency and effectiveness of his/her work, further career advancement of an employee or taking measures to improve his/her human resources potential. That is, the content of the appraisal is not to obtain certain appraisals for the activity or human resources of a public servant, but to the consequences that these appraisals generate. Thus, it can be stated

that the assessment of a civil servant should be closely linked to and influence the planning of a civil servant's career. At the same time, the certification of public servants in Ukraine does not fulfill its mission. It exists only as a formal personnel procedure. In addition, after performing the certification procedures, the employee has no guarantee of career advancement or any other effective measures. That is, the conduct of the evaluation procedures today does not produce any significant consequences, but merely states the facts. In this regard, there was an objective need to improve such important personnel technology as the assessment of civil servants.

Summary of the main research. Many representatives of the HR-community claim a technocratic revolution in the assessment. An automated evaluation using HR analytics, machine learning and artificial intelligence will be relevant in the near future. Traditional tests and questionnaires used in the assessment in state structures will lose their relevance. And instead, they will apply an estimate of lyrics, digital records in social networks. Training and evaluation will be conducted in virtual reality (Boyd, Wilson, Pennebaker, Kosinski, Stillwell, & Mihalcea, 2015).



Fig. 1. Evolution of evaluation

The main trends that may intensify the process of assessing the performance of civil servants may be:

Psychometrics – the era of universal instruments. Tests and questionnaires are the most commonly used tools for remote evaluation. In recent years, there have been significant changes in their development. At the current stage of development, social desirability is not so relevant, and the task bank is already a common practice. All the more important is the simplicity of

the model and the way of measurement. All modern trends can be distinguished into two categories of tools FIG.2

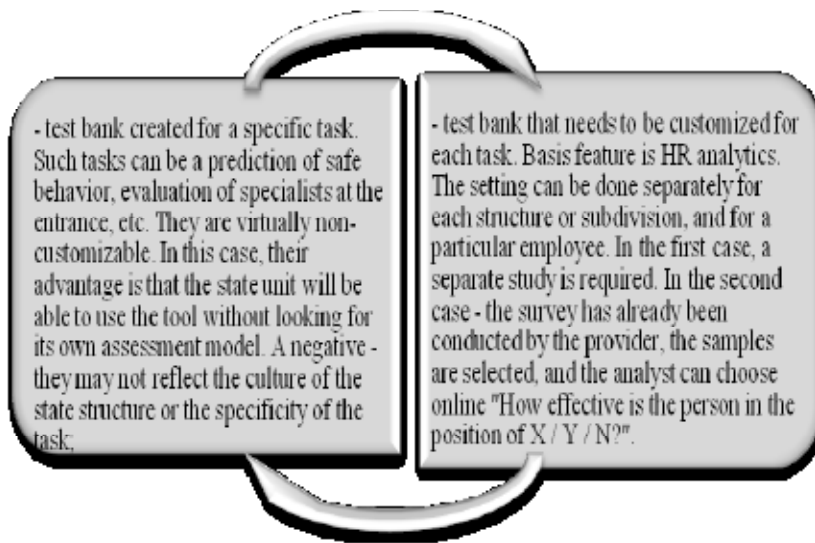


Fig. 2. Modern trends in the use of evaluation tools

These groups of tools can intersect: instruments of the first group adapt to the assessment in a specific subdivision, and the second group of tools turns into the first after a certain amount of sample. The period of «just abilities tests» and «large questionnaires» in the past. Because they become informal, too informative and universal. As a result, we obtain information without reference to a specific task.

Changing the paradigm is clearly visible in the market of psychometrics. In recent years, there have been massive takeovers and mergers. Major companies have already been bought by large consulting companies.

If to assess the dynamics of recent years – the absorption has opened new channels of sales, but did not lead to the development of new products. Rather the opposite. According to leading analyst of the valuation market, Charles Handel (Bersin, Rocket-Hire), HR-consulting companies are accustomed to earning, using and developing the same tools. This opened the way to technological startups, mostly North American – Pymetrics, Assessment Innovation, Connect Cubed, and Assess First (France). It is they who offer quick psychometrics that corresponds to a specific task.

• Virtual evaluation and simulation centers (Virtual evaluation and simulation centers – VAC) – on the way to massive use. The tendency to simplify the instruments also affected the assessment centers (**Lambiotte, & Kosinski, 2014**). The market is filled with simulations – automated or semi-automated assessment center exercises. These can be exercises via e-mail, individual

video conferencing with an observer, and even group discussions with other participants.

The attractiveness of these tools for the public sector is relevant, since taking into account the complexity of assessing the activities of a civil servant, this will enable the assessment of skills and competences remotely. Compared to personal surveys, this is a more open and trustworthy tool. In the situation of a large selection of employees for the position or filling of the personnel reserve, the necessary element of assessment is competence. And as an alternative, VAC is an effective tool. Another advantage is the low cost of VACs, the cost of collecting participants and observers in one place, and the writing of reports, because reports are generated in an automated form.

Understand and limit these methods: VAC – mostly finished products, and therefore they are poorly subjected to change for a specific task; Simulations are too simple to evaluate senior managers and higher; VAC requires a good internet connection.

In Ukraine, virtual assessment and simulation centers are present in a very limited scope. The low popularity of VAC is due not only to inertia of the market – it is due to financial reasons.

Due to the technological and relative standardization of the procedure, the VAC is more in line with the statistical direction than the usual assessment center; gradual displacement of ordinary education centers from the segment of expert assessment.

Automated evaluation of profiles of social networks – another type of technology in recent years. It seems that the car can analyze the lyrics and diagnose. And all this without the knowledge and participation of man. And for a second. Strong professional intervention in private. And cars can do it - they are able to evaluate:

- the big five: honesty, extraversion, benevolence, emotional stability, openness to new ones;
- a temporary perspective: a person oriented toward the past, the present or the future;
- the level of subjective well-being.
- approaches to information processing, etc.

Machines can be evaluated, but they are not done by staff assessment. The reasons for this are the following:

- meaningful. Social networking is basically a personal context. In which we behave differently, at work, in a professional context. How to match

«personal» behavior with behavior in the working environment? Plus, each of us has a profile filled with varying degrees of completeness – how to deal with those who have no lyrics / recordings? Or do they create a socially desirable professional profile?

– organizational and financial – linking profiles in social networks and any psychological constructions requires significant samples (size of several tens of thousands of people). And after all, these people still need to conduct questionnaires and tests to bite them with lyrics and records. All this requires an advanced research infrastructure owned by some organizations in the world.

– methodological and marketing. So far, there is no research that provokes the connection of automated estimations of profiles in social networks with significant performance indicators of the divisions. Both firms and state structures will find it difficult to declare the development of an innovative method without justifying its effectiveness.

– ethical and legal. The unresolved issue remains: how to evaluate a person in his personal context? While it comes to marketing research – there should not be any problems. But the result of the evaluation is a personnel decision. How true is the professional's assessment of his behavior in the circle of friends and acquaintances?

In this direction of research, Hogan, in partnership with Receptiviti and Know Your Crew, has been developing a digital tracking tool, but nothing is known about it yet. In the coming years, one should expect to try to solve the problems described. First of all, research is needed that links the effectiveness of the automated evaluation with significant performance indicators of the divisions; ways to solve ethical issues.

• Virtual reality – only technical skills. Virtual Reality (VR) is a computer created by the computer with a three-dimensional environment that a person can interact with. The technology itself is not something up-to-date, but today VR can be bought by anyone (Schwartz, Park, Sap, Weingarten, Eichstaedt, Kern, Stillwell, D Kosinski, Berger, Seligman, & Ungar, 2015; Boyd, Wilson, Pennebaker, Kosinski, Stillwell, & Mihalcea, 2015). The most up-to-date equipment is not expensive, but there are many simple options for those who want to have an approximate idea of how everything works. VR is not only entertainment, but also important social themes, and therefore not only introduces people to the history of the disaster. International organizations are also creating more and more projects to raise awareness of urgent social issues, such as the migration crisis.

The «Doctors Without Borders» organization has created VR documentaries that allow one to look at the living conditions of refugees in special camps «with their own eyes».

But not everybody knows that the possibilities of using VR are not limited to entertainment – today business companies and armies of different countries invest a lot of money into this technology, and there are a number of reasons for this. In technical skills, the assessment is closer to learning. The evaluation algorithms are very simple – the correct sequence of actions, whether all the actions were committed (wearing gloves, the availability of power), how quickly the employee went through the exercise. For manufacturing and mining companies, virtual reality is valuable due to the possibility of simulating a situation that is rare for real life – a breakdown, an accident. And then evaluate and correct the actions of employees.

But is it expected that virtual reality will allow you to evaluate more complex, managerial skills and competencies? In the next decade there is no more. Of course, it would be great if the participants of the assessment center put on their helmets, got into the virtual room, where their behavior was followed by an automated observer. But managerial competencies require just «free», non-algorithmic behavior.

Current technologies are so imperfect that they will not be able to trace the style of linguistic behavior. At the moment, the technology has stopped at recognizing the acoustic side of the language. Prospects of virtual reality in the field of management are:

– Indeed, virtual rooms/rooms of the added reality in which participants are evaluated by real observers. An example of technology that can accomplish this task is Microsoft HoloLens. The benefit of its application is to reduce costs while maintaining a high realistic valuation. In this case, you need to purchase glasses of virtual or complementary reality.

– standardized simulations – by type of case studies in video format, only translated into VR. Virtual reality will increase the realism, and hence the accuracy of the assessment.

Another area of application of virtual reality in management, but beyond the boundary of evaluation – simulation or presentation, often humorous, which acquaint people with the corporate cultural and organizational capabilities.

• Mini games in recruiting – an alternative to tests and questionnaires. The last few years have witnessed a boom in gaming technology selection (Youyou, Kosinski, & Stillwell, 2015). It can be as simple games of attention and memory – in essence, more benign tests of abilities, and quests.

Advantages of using «games»: intellectual abilities – in the first place, attention and speed of reaction; simple personal qualities – persistence, level of aspirations, risk aversion; interaction settings – collaborative, benevolent.

Table 1. Outlook assessment prospects

Technology	Evolution
Virtual evaluation and simulation centers	The trends in VAC development are as follows: development of opportunities for rapid adaptation of exercises, competencies, assessment scales; increased realism while maintaining the simplicity of the form of exercise – for example, due to adaptive responses in the work with mail; compliance with VAC analytics at the development stage
Virtual reality	Prospects of virtual reality in the field of management are: Indeed, virtual rooms/rooms of the added reality in which participants are evaluated by real observers. An example of technology that can accomplish this task is Microsoft HoloLens. The benefit of its application is to reduce costs while maintaining a high realistic valuation. In this case, you need to purchase glasses of virtual or complementary reality. Standardized simulations – by type of case studies in video format, only translated into VR. Virtual reality will increase the realism, and hence the accuracy of the assessment
Mini games in recruiting	In general, «games» will develop: global recruitment will continue to grow geimikovannyh products. Moreover, the growth of both low-quality tools that are not out of gaming development and well-validated games with proven efficiency; the professional community will focus on increasing the number of «games» in recruitment and will provide developers with recommendations on the requirements for the development, standardization and validation of techniques; «Games» will become increasingly widespread

The urgency of these tools lies in the fact that they improve current processes, but do not require their rebuilding. Their main area of application is the hiring of graduates. As the reform of the civil service is aimed at attracting young professionals. These methods may not only be effective, but also hide as additional advertising of the reformed service. «Games» reduce the time of evaluation and at the expense of friendly content form a positive brand of public service. In this sense, they are understandable and close to the tasks of today. It is also positive that they correspond to the current level of technology development – virtually all startups in the field of gambling recruitment are game developers or IT-solutions that involve HR consultants.

Conclusions. Technological development has not yet reached a mega scale. The reason for this is not only the backwardness of individual technologies, but also the demands of the modern market. The jump in development is going through only those tools that reform the analyst. It is necessary to wait for both the readiness of the mass use of technology and the readiness of the technology itself to talk about the use of virtual reality or social networks in the evaluation.

In the long run, the distance assessment will develop in the following direction: simultaneous use of the bank of tools; score is much faster; mandatory compliance with a task based on analytics; gameplay and involvement of participants; increasing the feasibility of the evaluation process.

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