**2. Read the text. Be ready to do tasks after the text.**

**The Aims of Public Service Organizations**

The aim of public services is to improve the quality of life of the general public. Many different types of goods and services are required such as fire protection, transport, post and telecommunications, education, health care, water, electricity and gas, recreation, etc. Whereas a private service company is governed by commercial interests, a public service company responsible for the provision of public services is heavily influenced by political and social priorities. At the consumer end, the objectives of a public service organization are social rather than commercial.

The aim of public service organizations is also to provide necessities to the public at large, some of which the public does not pay for directly. Where commercial companies usually focus on opportunities and innovation, public service organizations focus more on control and structure. This increases the time it takes an agency to carry out the routine and necessary steps to execute their programme missions. Such problems are particularly common in large government agencies because of their multiple layers of management review and approval.

In many countries heavy, bureaucratic structures are loosening up to give way to more functional, service-oriented structures. The shift in corporate thinking made many companies change from product-oriented to customer- and market-oriented approaches. Some public service organizations have followed suit. Public service professionals are having to reassess their approach to meet the demands of an increasingly aware general public for service satisfaction. Arguably, for the first time, they now consider themselves accountable to the public they serve. The shift in thinking has led many public service organizations to take measures to improve the quality of their services. These not only include internal efficiency improvement measures, but also the “front line” contact with the public. For example, in the UK, certain police authorities are experimenting with psychology, behavioral and communication training for their officers. Another example is France Telecom which through frequent and systematic consumer surveys, is exploring the public’s present and possible future needs for services.

In spite of such initiatives, public service organizations on the whole retain their bureaucratic nature. Even though attempts are made to improve their accountability vis-a-vie the public, they remain largely monopolistic, with the environment in which they operate staying fairly stable overtime. These two factors – a high degree of monopoly and, as a result, lack of competition – make public service organizations resistant to change.

Bearing in mind that the pattern of activities of public service organizations is moving towards the same mode as commercial firms, that is becoming more adaptable and efficient – it seems highly desirable that they should move from bureaucratic towards managerial control as well.

**The Management of the Civil Service**

The value of an administration depends to a great extent on the way its staff is deployed, badly or well according to the greater or lesser wisdom of the regulations and processes of allocation, promotion, secondment and so on. The use which is made of public servants can contribute also to their training and development. Lastly morale, and consequently efficiency, are always influenced favourably by the quality of the management to which the official is subject.

Personnel management is relatively simple when it concerns officials recruited to fill a specific post, who do not belong to any particular corps and are not in the career service. Where they are concerned there is normally no question of promotion, transfer or secondment; since they are bound to the State by bonds identical or analogous to those of private law, their dismissal does not raise any special difficulties. Personnel management is very complex on the other hand when it concerns career officials.

The many problems which then arise can be grouped round the following questions, some of which concern non-career staff too:

* to what extent should personnel management be subject to general and compulsory regulation?
* to whom should it be entrusted?
* what considerations should guide the principal management measures?
* how can good human relations be established within the civil service?

Personnel management is that part of management concerned with the management of people at work. Most organizations have a specialist personnel department which gives support to managers and supervisors, who have direct responsibility for the management of people. There are a number of specialist management techniques which together comprise personnel management and varies greatly from one organization to another.

**Management Codes**

Personnel management may be left to the discretionary power of the administration with each minister and even each departmental head undertaking as he sees fit to post, promote and dismiss the civil servants working under him. This system does not necessarily lead to anarchy: the responsible authority may lay down for itself certain lines of conduct, but it is not obliged to do so and is always free to modify adopted practice. This freedom has certain advantages: it allows for a very flexible type of management, adapted to the circumstances and needs of the moment. But there are also grave disadvantages in this system, such as the risk of arbitrary procedures and of disparity of treatment between officials in different agencies. For this reason most States have codified the management of their personnel. This has been done with varying degree of strictness. In some cases they have been content simply to give each corps particular regulations fixing the conditions of promotion, secondment and dismissal. In others they have adopted general regulations, usually in statute form, which are implemented within this general framework by particular regulations.

The adoption of regulations- whether general or particular – does not in any case mean that the managing authority is deprived of all his freedom, since they may leave him a certain latitude in his decisions. The latitude varies according to the type of decision involved: thus for example posting of staff may be left free, while the conditions of promotion or dismissal will be laid down in great detail.

Some countries however, like Great Britain, have preferred not to tie the hands of the administration by too rigid a legal framework. Though management rules certainly exist in Britain, they are essentially based on accepted practice, a fact that makes it easier to adapt them to changing needs.



## Vocabulary

|  |  |
| --- | --- |
| be governed by interests | керуватися інтересами |
| be heavily influenced by sth | піддаватися сильному впливу ч-небудь |
| social priorities | суспільні пріоритети |
| at large | в цілому / здебільшого |
| to focus on sth | зосереджуватися на чому-небудь |
| multiple layers | численні рівні |
| to loosen up | послаблювати |
| to give way to sth. | поступатися дорогою ч-небудь |
| to follow suit | слідувати загальному наприклад |
| to reassess an approach | переглядати підхід |
| Arguably | можна стверджувати, що / можливо |
| to consider oneself accountable to | вважати себе відповідальним перед ким-небудь |
| to bear in mind | мати на увазі |
| processes of allocation | процеси розподілу |
| (on) secondment | 1. заміщення, 2. (в) відрядженні |
| to contribute to sth | вносити / робити внесок у чому-небудь |
| Consequently | отже |
| be relatively simple | бути відносно простим |
| Analogous | аналогічний / схожий |
| management techniques | техніка управління |
| discretionary power | надана влада (на чиюсь розсуд) |
| lay down for | встановлювати для (правила, закони і т.п.) |
| to modify adopted practice | змінювати прийняту практику |
| grave disadvantages | серйозні недоліки |
| arbitrary procedures | арбітражні процедури |
| disparity of treatment | відмінність / невідповідність відносини |
| Codify | кодифікувати |
| be content | задовольнятися / бути (само) задоволеним |
| in statute form, | в статутний формі |
| be deprived of | позбавлятися права чого-небудь |
| to leave sbd a certain latitude in sth | надавати комусь повноту дій |
| rigid legal framework | жорсткі законодавчі рамки |

**Task 1. Pronounce the following words correctly. Translate the words into Ukrainian. Practice the correct spelling of the words.**

* quality
* necessities
* routine
* execute
* bureaucratic
* arguably
* measures
* environment
* managerial
* multi-dimensional
* ethics authoritarian
* psychology
* discretionary
* technique
* secondment
* contribute
* consequently
* favourably
* bound
* concern
* compulsory
* discretionary
* disparity
* latitude rigid
* anarchy
* circumstances
* authority
* vital
* abreast
* numeracy
* encourage
* equality
* access
* available
* expectation
* measurement
* significant
* throughout

**Task 2. Give the English equivalents to the expressions from the text.**

1) постачання, забезпечення чому-небудь

2) першочергове значення

3) наближення, підхід до будь-кого

4) здатність читати і писати

5) якість, яке можна розвивати

6) навколишні обставини

7) правила поведінки

8) згоду, схвалення чого-небудь

9) значні зусилля та інвестиції

10) нерозривно пов'язане із забезпеченням

11) забезпечити стратегічну основу

12) визнавати важливість навчання і підвищення кваліфікації

13) заохочувати навчання і пропонувати рівність можливостей

14) визначення стандартів

15) здійснення і модернізація плану підвищення кваліфікації

16) вимога кращої якості

17) не відставати від досягнень науки і техніки

18) мати належні інструменти для виконання роботи

19) процвітання і підвищення добробуту країни

20) обраний по заслугах

21) грати життєво важливу роль

22) доступ до інформації

**Task 3. Render these sentences into Ukrainian.**

* 1. The aim of public service is to improve the quality of life of the general public.
  2. Heavy bureaucratic structures are loosening up to give way to more functional, service-oriented structures.
  3. The shift in corporate thinking made many companies change from product – oriented to customer and market - oriented approaches.
  4. Public service professional is having to reassess their approach to meet the demands of an increasingly aware general public for service satisfaction.
  5. The shift in thinking has led many public service organizations to take measures to improve the quality of their services.
  6. The public service will always need managers who can harmonize political and economic objectives, balance the mix of resources and cope with the administrative constraints inherent in the public service environment.
  7. Such managers will need to develop flexibility and openness to new ideas and concepts.
  8. Senior civil servants will need to play a greater role in introducing new technology, providing a less authoritarian leadership, rapidly recognizing and concentrating on new problem areas.