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

The worth of an administrative system is determined primarily by the quality of its personnel. How they are selected is therefore of prime importance and greater even than in private enterprise.

In every organization the quality of the staff is an essential element in its efficiency, but this factor is perhaps more important still in the public service than in private enterprise because, the administration is concerned more often than not with tasks that are not economically profitable: justice, education, public health and so on. Profitability criteria are consequently inapplicable or difficult to make, hence the difficulty of determining the efficiency of each individual agent; further, administrative organizations are reluctant to impose severe sanctions, particularly that of dismissal. Normally, once an agent has entered the service he spends his career in it.

It is however only latterly that the recruitment of civil servants has been subject to compulsory regulations and based upon the personal quality and professional capacities of the candidates. For a long time – and this is still the situation today in some countries – appointments were determined principally by the desire of governments to reward services, and to have behind them ‘politically reliable’ collaborators. These ‘patronage’ practices have been abandoned for two main reasons, increasing concern with administrative efficiency and recognition of the right of all citizens to equal access to the public service. The recruitment of civil servants raises therefore not only a question of principle – free and entry to the profession – but also technical problems: what are to be conditions of recruitment? who is to recruit? how is recruitment to be organized? and so on.

Patronage practices are today unanimously condemned if not everywhere abolished. Many countries have even written into their constitution that principle of free and equal access for all citizens to public office that is laid down in Article 21 of the Universal Declaration of Human Rights: “Everyone has the right of equal access to public service in his country”.

This principle expresses the ideal of equality which most modern nations share. It corresponds also to the need in contemporary States to recruit a sufficient number of qualified civil servants by making the selection from as large a number of candidates as possible

But there are many countries which, temporarily or permanently, breach the principle of free and equal access to public office in favour of particular classes of people for whom posts are reserved or who enjoy priority in recruitment.

In the “reserved post” system, jobs in a certain category, or a certain percentage of them, can be given only to those persons who, for some special reasons, (e.g. they are veterans, widows, war orphans, etc.) have been included on a special list after their physical and professional qualities have been checked. In the recruiting priority system, those who benefit are required to undergo the same tests as normal candidates, but their marks are increased by the addition of bonus marks varying with different cases. The result is that their classification is raised which adds to their chances of success and speeds up their possible appointment.

The reasons for these privileges vary. At first they were intended not so much as a reward for services rendered as a means of encouraging recruitment to the lower ranks of the army by the promise of a secure future. Today they have become mainly social: in this way the nation is paying its debt of gratitude to the victims of war and to their relatives or is trying to give the physically handicapped a new start.

However, justified these reasons may be, preferential recruitment may have serious consequences for the morale and the smooth running of the civil service.

## Vocabulary

|  |  |
| --- | --- |
| primarily | загалом |
| worth | цінність |
| personnel | персонал / штат співробітників |
| enterprise | підприємство |
| private enterprise | приватне підприємництво |
| profitable | прибутковий, вигідний |
| inapplicable | непридатний |
| impose | накладати (зобов'язання) |
| subject | схильний до, що підлягає |
| collaborator | співробітник |
| patronage | заступницьке ставлення |
| unanimously | одноголосно |
| abolish | скасовувати, знищувати, забороняти |
| sufficient | достатній |
| priority | пріоритет, старшинство |
| consequence | Наслідок |
| morale | моральний стан |
| reluctant | неохочий |
| compulsory | обов'язковий |
| abandon | залишати |

**Task 2. Read the sentences and translate.**

* 1. How they are selected is therefore of prime importance and greater even than in private enterprise.
	2. Administrative organizations are reluctant to impose severe sanctions, particularly that of dismissal.
	3. Appointments were determined principally by the desire of government to reward services and to have behind them politically reliable collaborators.
	4. There are many countries which breach the principle of free and equal access to public office.
	5. The recruitment of civil servants raises technical problems: what are to be the conditions of recruitment? who is to recruit? how is recruitment to be organized?
	6. The reasons for privileges may be justified.
	7. Normally once an agent has entered the service he spends his career in it.
	8. Many countries have even written into their constitution the principle of free and equal access for all citizens to public office.
	9. The reasons for these privileges vary considerably.
	10. The recruitment of civil servants has been subject to compulsory regulations.
	11. The nation is trying to give the physically handicapped a new start.

**Task 4. Complete these sentences with the missing words. All words are from the text.**

1. The quality of the staff is an (1) element in its efficiency.
2. Some of the enterprises are not (2) profitable.
3. In some countries (3) were determined by the desire of governments to reward services.
4. Today these principles have become mainly (4).
5. The recruitment of civil servants is based upon the personal quality and professional (5) of the candidates.
6. The principle of free and equal access to public office (6) the ideal of equality which most modern nations (7).
7. The principle of free and equal access for all citizens to public office is (8) down in Article 21 of the Universal Declaration of Human Rights.
8. Those who benefit, are required to (9) the same tests as normal candidates.
9. The (10) of an administrative system is determined by its personnel.



**Task 5. Complete the following sentences in your own way using the active vocabulary.**

1. Patronage practices

 .

1. The recruitment of civil servants

 .

1. The principle of free and equal access

 .

1. The worth of an administrative system

 .

1. Even today some governments appoint

 .

1. There are many countries \_

 .

1. The selection of civil servants

 .

1. In the “reserved post”

 .

1. Physical and professional qualities

 .

1. Contemporary states

 .

1. The reasons for the privileges .
2. Preferential recruitment

 .

**Task 7. Translate these sentences into English.**

1. Важливим елементом, що забезпечує високу якість персоналу, виступає у професійному доборі на державні посади.

2. Відбір персоналу на державну службу ґрунтується на особистих і професійних якостях кандидатів.

3. Такі структури державної служби, як правосуддя, освіту і охорону здоров'я, не є економічно прибутковими і тому вимагають до себе особливого ставлення з боку адміністрації.

4. У багатьох країнах і сьогодні уряду виробляють призначення службовців на державні посади, керуючись принципом «політичної благонадійності».

5. Конституція багатьох країн гарантує принцип вільного і рівного доступу до державної служби. Більш того, цей принцип записаний у статті 21 Загальної декларації прав людини. 6. Принцип вільного і рівного доступу до державної служби підтримується більшістю країн.

7. Відбір кандидатів на державну службу необхідно проводити з великої кількості кандидатів.

8. У деяких країнах існують категорії громадян, які користуються перевагами (пільгами) при відборі на державну службу.

9. Для людей, що мають фізичні вади, надається можливість випробувати себе в новій сфері професійної діяльності.

10. Слід зазначити, що спосіб відбору, при якому віддається перевага людям, які мають пільги, може впливати на роботу державної служби.