Національна академія державного управління
при Президентові України

Дніпропетровський регіональний інститут державного управління
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АКТУАЛЬНІ ПРОБЛЕМИ ДЕРЖАВНОГО УПРАВЛІННЯ В УКРАЇНІ ТА МІЖНАРОДНИЙ ДОСВІД ДЕРЖАВНОГО УПРАВЛІННЯ І МІСЦЕВОГО САМОВРЯДУВАННЯ

Матеріали
студентської науково-практичної конференції
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А 43 **Актуальні проблеми державного управління в Україні та міжнародний досвід державного управління та місцевого самоврядування :** матеріали студент. наук.-практ. конф. / за заг. ред. І.М. Заярної. – Д. : ДРІДУ НАДУ, 2012. – 76 с. – *Укр., англ. і нім. мовами.*

Уміщені матеріали доповідей учасників студентської науково-практичної конференції «Актуальні проблеми державного управління в Україні та міжнародний досвід державного управління та місцевого самоврядування» щодо стану та перспектив розвитку України на етапі входження в Європейський Союз, а також актуальних проблем менеджменту.

Розраховано на слухачів та студентів Національної академії державного управління при Президентові України, а також буде корисним для всіх, кого цікавить окреслене коло проблем.

ЗМІСТ

Тези доповідей на студентській науково-практичній конференції «Актуальні проблеми менеджменту»

ПЕРЕДМОВА

Представлені наукові матеріали є результатом науково-практичної роботи викладачів кафедри української та іноземних мов та слухачів спеціальності «Державне управління» Дніпропетровського регіонального інституту державного управління Національної академії державного управління при Президентові України.

Протягом кількох років кафедрою проводиться науково-практична конференція «Проблеми державного управління в Україні та міжнародний досвід державного управління та місцевого самоврядування», яка дозволяє слухачам та аспірантам подати іноземними мовами свої наукові та дослідницькі доробки та презентувати їх у колі провідних фахівців, викладачів випускових кафедр, своїх колег та студентів інституту.

Тематика наукових доповідей слухачів та аспірантів завжди координується з обраною темою дисертаційного або магістерського дослідження, що спонукає виконавців вивчати сучасний стан проблеми не тільки у вітчизняній науковій площині, але й з погляду досліджень світової науки.

Презентація наукових доповідей іноземними мовами дозволяє кожному учаснику не тільки показати свої фахові знання, свою професійну та особистісну обізнаність в обраній проблематиці, але й продемонструвати володіння іноземною мовою та навички ораторського мистецтва.

Кожна презентація є завжди цікавою та важливою як для самого слухача або аспіранта, так і для керівника-викладача іноземної мови, який також опосередковано демонструє свою майстерність у педагогічній справі та навички наукової роботи.

На науково-практичній конференції «Проблеми державного управління в Україні та міжнародний досвід державного управління та місцевого самоврядування» у травні 2012 р. були представлені доповіді різної спрямованості, які продемонстрували весь спектр сучасних наукових підходів та існуючих наукових і дослідних напрямів спеціальності «Державне управління».

У збірці пропонуються найбільш цікаві з погляду фахового напрямку та мовного подання тези доповідей, які були виконані англійською мовою.

Конференція продемонструвала можливості використання іноземної мови як інструменту для вирішення певних наукових та дослідницьких завдань: по-перше, вивчення матеріалу іноземною мовою(читання наукових статей, монографій за обраною темою), по-друге, складання самостійної наукової доповіді і, по-третє, презентація своєї доповіді на науково-практичній конференції, відповіді на запитання, участь у науковій дискусії іноземною мовою.

ТЕЗИ ДОПОВІДЕЙ СЛУХАЧІВ НА НАУКОВО-ПРАКТИЧНІЙ КОНФЕРЕНЦІЇ «АКТУАЛЬНІ ПРОБЛЕМИ ДЕРЖАВНОГО УПРАВЛІННЯ»

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TECHNOLOGICAL COMPETENCE IN CIVIL SERVICE IN UKRAINE: PROBLEMS OF TERMINOLOGY

У статті «Технологічна компетентність в державній службі України: проблеми понятійного апарату» розглядаються питання стану, важливості розроблення та розвитку понятійного апарату для прискорення впровадження компетентності взагалі та технологічної компетентності у державній службі України.

Key words: upgrading civil service, abilities, skills and professionalism, competence, qualitative and quantitative characteristics, competence-based approach.

The process of updating the public administration system, in particular upgrading the civil service of Ukraine, occurring at the present stage of nation building, put new demands on the professional and personal qualities of public officials, their level of professionalism and competence. The issue on competence of civil servants is the topicality relevant for any country in the world, because the success of the country, its economic and political well-being depend on the quality of managerial personnel, of their abilities, skills and professionalism. In general competence is a kind of an indicator, qualitative and quantitative characteristics of the required level of professionalism.

But as regards the science and activities relating to governance and civil service in Ukraine, it is necessary to note that, despite of some interests in the issue of competence in general, this idea has not yet found a proper perception and development. Proof of this is a weak scientific designed and unresolved regulatory issue for the implementation of competencies. Appropriate terminology is unclear; a number of concepts and terms found only a partial definition, the individual does not find a scientific definition, which leads to inaccuracies, and or confusion in their use and interpretation. The presence of scientific certainty, it is accepted in principle a coherent conceptual system should be considered as an important factor in accelerating the introduction of

competence-based approach to civil service in Ukraine, which is more productive to assess the professional development of civil servants and allows more deeply assess their professionalism.

So the issue of terminology definitions and disclosure of the nature and significance of such concepts as «technological competence» and «technological competence of civil servants» refer to a poorly designed research. Today they have not yet found its reflection even in the dictionary publications on governance issues. Therefore, let’s try to give a generalized version of these concepts based on scientific publications.

According to experts, competence involves its strategic, technological and communicative components [6, 288]. Among the competencies an important role has technology, because the effectiveness of government largely depends on the ability of staff to apply the technological approach in organizing their activities as a means to achieve an effective result. For the disclosure of the concept of the technological competence of civil servants is useful to define concepts such as competence and technology.

Competence is derivative of the competency and characterizes individual specificity of each separate subject as competency carrier. It can be defined as:

· measured by the skill, ability, knowledge or behavioral characteristics required to successfully perform a specific job [5, 244-245];

· deep, perfect knowledge of the business, the essence of the work, ways and means to achieve these goals, as well as the acquisition of relevant skills, a set of knowledge that allows to talk knowingly, personality traits of civil servants, managers, professionals are in ability to correctly assess the situation and take necessary decision that allows to get practical or significant result [4, 198-199];

· the ability of a civil servant to commit a regulatory project analytical, organizational, administrative, consultative and advisory, supervisory functions and effective self-realization in practice on the basis of special knowledge, skills and values needed for professional performance in public administration [3, 165];

· a certain level of intellectual, psychological and functional state of a civil servant, reflecting the specific areas of his professional activities, and predetermining in its unity qualitative professional certainty [1, 156].

That is, as a general concept of competence can determine that competence is the ability due to knowledge to implement and manage a complex work with a certain speed, quality and efficiency, which represents a process or part of the process, function or part of the function, and understanding of the theory, abilities, skills and experience in this field. Competence means systemic vision of the functions and affairs, system performance and environmental phenomena. Thus, the competence is understood as all the knowledge, skills and behaviors necessary for successful implementation of the objectives of the organization (authority) [2, 328].

With regard to the definition of technology (in Greek «techno» – trade, «logos» – the science, it is the science of production), then the conventional understanding of technology is the result of intellectual activity, a set of systematized scientific knowledge, used the technical, organizational and other solutions form of documentation on how to manufacture the product, the production process or provision of services in various spheres of human activity [2, 705]. Thus, the technology is the objective-subjective manner or mechanism for organizing human activity, which finds expression in various forms: technical instruments and processes, the technique works, the methods of production organization and management, technological knowledge, etc. [2, 705]. It is also important to note that technology management is a system (set of) the means, procedures, methods, sequencing, techniques, operations of management entity, based on a combination of scientific knowledge, the needs of facility management, capabilities management, aimed at achieving the goals of the state control [3, 207].

So, to generalize, we note that technological competence is a detailed description of the actions that must be consistently in the proper way and with the use of specific tools and techniques implemented by civil servants in order to achieve a certain result. Clearly defined procedures for regulating the direction and sequence of actions of workers eliminate the use of ineffective methods, provide managers with assurance about the rationality of subordinates and to obtain the desired result. That is, the technological competence of civil servants can be understood as an important aspect of the professional culture of a civil servant, a minimum of his special knowledge, skills and a set of tools used, procedures, methods, sequencing, techniques, operations, subject of management, based on a combination of scientific knowledge and needs of the facility management needed to implement quality management of productive activities and the awareness of personal responsibility for the results of these activities and the need for continuous improvement and control.

To sum up, we can conclude that the general competence and technological competence in the civil service in Ukraine is a significant scientific and practical problem. A clear definition of competence and technological competence of civil servants should be considered as an important component in the strategic directions of modernization of civil service and the introduction of competence-based approach as one of the most influential factors in increasing its efficiency, increase the level of civil services to businesses and individuals. The current low level of elaboration of the conceptual apparatus of science does not promote its active implementation. Basic conceptual structure requires a precise scientific definition of official and legislative consolidation. Basic concepts and terms should be introduced not only in science but also in the documentary turnover.

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SMALL BUSINESS OMBUDSMAN MODEL FOR STATE AND LOCAL GOVERNMENTS

У статті «Модель Омбудсмена з малого бізнесу для державного та місцевого врядування» йдеться про спеціалізований вид діяльності Омбудсмена, умови його функціонування, методи оцінки дій державних інституцій, що стосуються взаємовідносин з малими підприємствами.

Key words: the institute of ombudsman, human rights, orientation to the European system, protection of democracy, supervisory functions in case of violation of human rights and freedoms.

Changing priorities of Ukraine’s foreign policy, its focus on the integration vectors of development created an opportunity for reform in all areas of contemporary Ukrainian society. The institute of ombudsman should be included to the positive changes in the area of human rights orientation to the European system. Ombudsman Institute has become an essential part of mechanism for the protection of democracy in developed countries.

An ombudsman is an independent official person who investigates complaints of maladministration and acts as a trusted intermediary between people or organization and the Government or Public organizations [2].

It should be noted that the international practice goes through localization of ombudsman. It's necessary for facilities of the institute to have opportunity to realize fully and immediately its control and supervisory functions in case of violation of human rights and freedoms.

One of the efficiency modes of protecting human rights is a special ombudsman (for example – Financial Ombudsman, Commissioner for Local Administration, Health Service Commissioner, The Ombudsman for Children, Small Business Ombudsman, etc). Let's consider one of them – Small Business Ombudsman in the USA.

The Ombudsman's mission is to assist small businesses when they experience excessive or unfair federal regulatory enforcement actions, such as repetitive audits or investigations, excessive fines, penalties, threats, retaliation or other unfair enforcement action by a federal agency [1].

The Ombudsman consolidates comments and supporting documents from small businesses and seeks a high-level review of the case from the respective agency. Responses are then returned to the small business for either clarification or resolution of the unfair actions.

It is a priority of the Ombudsman to inform the nation's small businesses of their right to comment on unfair or excessive federal regulatory enforcement and compliance activities. The Ombudsman receives comments from small entities at public RegFair (Regulatory Fairness) Hearings, Roundtables and other events; through mail, fax or online; as well as through the Regional RegFair Board Members, members of Congress, and others in the small business community. Comments process includes:

- Forwarding the comment and substantiating documentation to the appropriate federal agency, along with a letter from the National Ombudsman, requesting a response within 30 days;
- Sending follow-up letters to agencies that fail to respond within 30 days;
- Evaluating federal agency responses for sufficiency and timeliness;
- Forwarding a copy of the agency response back to the small business or entity.

The Ombudsman can help if:

- You are or represent a small business, small government entity (population 50,000 or less) or a small nonprofit organization;
- Your comments or complaints are directly related to a federal agency that has regulatory authority over small businesses;
- A compliance or enforcement action has been taken by a federal agency or such an action is imminent [3].

The National Ombudsman annually reports on evaluation of federal enforcement activities are given to Congress and affected federal agencies. The report also includes a rating of each agency's responsiveness to small businesses. Agencies are given a grade on their timeliness and quality of

responsiveness to small business concerns. The rating criteria include: Timeliness; Quality; Non-Retaliation Policy; Compliance Assistance; Informs about Small Business Regulatory Enforcement Fairness Act; Attendance at RegFair Hearings; Composite Rating.

So we can see the Ombudsman assists small businesses with unfair and excessive regulatory enforcement by federal agencies including repetitive audits or investigations, excessive fines, penalties, retaliation or other unfair regulatory enforcement actions. Acting as a «troubleshooter» between small businesses and federal agencies, the Ombudsman receives comments and complaints from small businesses. The comments and complaints are then directed to the appropriate federal agency for a high-level review.

Therefore the Small Business Ombudsman ensures that regulatory enforcement is effective, and not excessive for small business. Definitely, the effectiveness of the Ombudsman is defined not only by its status, but a legal culture of society, democratic character of the mechanism of state power, the country's existing legal systems. And each state approaches to the issue of national ombudsman model independently, setting challenges that this institution should effectively protect the rights and freedoms of a man and a citizen, to promote strengthening of confidence between citizens and the state.

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CIVIL SERVANTS' ETHICS AS THE BASIS OF CIVIL SERVICE IMAGE

У статті «Етика державних службовців як основа іміджу державної служби» йдеться про складові іміджу державної служби.

Key words: implementation of administrative reform, the moral face of power, a new type of a civil servant, ethics and moral culture of civil servants, responsibility for violation of ethical principles.

In the conditions of our country's democratic development and implementation of administrative reform, the most urgent problem is the moral face of power and its representatives of various levels, as well as their relationship with citizens and each other.

Successful administrative reform also depends on the formation of a new type of a civil servant. Most civil servants are characterized by deficient development of moral culture and, consequently, they are unprepared for the proper performance of their professional functions. Measures, taken against violations of morality among civil servants do not give the desired effect and do not significantly improve the situation.

Today in Ukraine there is no authority or body that would be empowered to regulate matters related to ethics and moral culture of civil servants: education and training of civil servants to exercise their powers taking into consideration moral and ethical qualities, responsibility for violation of ethical principles of civil service and regulatory fixing these problems.

Foreign experience shows that the effective development of civil service should focus special attention on regulating professional ethics of civil service. Availability of standards of professional ethics is effective value at the stage of joining to civil service because it helps target an applicant on the priority of public interest and further diligent performance of tasks and functions of the state. Even before taking a post, an applicant for civil service should eliminate the existing conflict of interests (public and private), or take action to prevent such conflict [3, 15].

One of effective measures of professional staff formation is the legislative regulation of professional ethics of civil service that will increase the professional level and competence of civil servants, provide reasonable and fair decision-making.

Civil servants often use in their activity legal norms for individuals and entities. It makes civil servants responsible for additional duties to meet the legal culture and appropriate ethical standards.

The legal culture of civil servants cannot be separated from the legal culture of citizens, social groups of the society, the legal and moral education. Civil servants are citizens of Ukraine, but the difference from other people is that they also apply the existing legislation in relation to other citizens.

Thus, civil servants represent not their own interests but the public ones. The activity of civil servants based on common moral and legal principles of justice, humanity, legality, transparency, impartiality, independence and integrity. All principles come from the moral norms of behavior in the relevant area of social life that are common to a society and a citizen. It is important to respect these principles by civil servants, who must perform their duties and exercise the power given them on behalf of the state within the competence of the body. Civil servants must direct their activities to the needs of other people and provide them with appropriate administrative services [3, 16].

The public attitude toward government and civil servants and formed on the basis and because of professional activity of civil servants and all authorities. The image of civil service and appropriate reputation of civil servants and public bodies are formed.

Reputation of a civil servant (a government agency) – (*image, reputation, repute, from Lat. reputation – reflection, consideration*) is a public opinion, an idea that has arisen about the quality and professional service (merit or lacks) of a public servant or a public body [1, 209].

Firstly, the word «reputation» was used when talking about perception, moral evaluation first of all of an individual. In recent years, the term «reputation» (or «goodwill») is increasingly used in financial and economic, political and public areas. For a long time in the law and legal literature the right to dignity and right to reputation united in one subjective right of citizens.

Formation of reputation can be considered as a managed planned process. The following stages of the civil servant's reputation as setting goals, evaluating values of public authority, intellectual and behavioral assessment of management, etc. are distinguished. Its components are: desirable reputation (prediction); real reputation (self-knowledge) and reputation development; reputation creation, reputation protection.

Reputation is considered as «key resource management» that provides a significant competitive advantage. The basis of reputation is perception of finished facts, the evaluation of real cases. If the image is largely declarative, reputation reflects how a promise is fulfilled and realized.

As to the notion of image, according to Mr. Korolko, image is a «mental picture of a person, product or institution that intentionally formed in the public consciousness through publicity, advertising or propaganda» [2, 222].

S. Seregin understands the image of government as a corporate idea of citizens that is formed public opinion by works of art, media and PR technologies and consists of as well as a single image of public servants and with assessments of the authorities' activity, national policy and the level of social commitment [4, 26].

We know that every year more people distrust government, the impression from contact with authorities in the population is negative; the development of affairs in this area is estimated as the one that is becoming worse. Obviously, this situation is very alarming and needs special measures for improving the relationship between government and citizens, and creating a positive image of public bodies and public servants in the public consciousness. To change society attitude to power is possible by raising moral culture and ethics of civil servants.

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THE CONCEPT AND THE PYRAMID OF CORPORATE SOCIAL RESPONSIBILITY

У статті «Концепція та піраміда корпоративної соціальної відповідальності» розкривається поняття корпоративної соціальної відповідальності та приведені основні складові соціальної відповідальності (піраміда), розкривається їхній зміст.
Key words: constitutes of corporate social responsibility, responsibility of organizations for the impact of its decisions, activities on society and environment responsibility, health and welfare of society responsibility, CSR, ethical and philanthropic functions.

Most Ukrainian business companies do not understand what social responsibility, and therefore is not directing its activities in this direction. At the beginning it should be determined constitutes of corporate social responsibility (CSR). It is a responsibility of organizations for the impact of its decisions and activities on society and environment through transparent and ethical conduct that promotes sustainable development, health and welfare of society [1].

For CSR to be accepted by a conscientious business person, it should be framed in such a way that the entire range of business responsibilities is embraced. It is suggested here that four kinds of social responsibilities constitute total CSR: economic, legal, ethical and philanthropic. Furthermore, these four categories or components of CSR might be depicted as a pyramid. To be sure all of these kinds of responsibilities have always existed to some extent but it has only been in recent years that ethical and philanthropic functions have taken a significant place. Each of these four categories deserves closer consideration [2].

Economic Responsibilities Historically, business organizations were created as economic entities designed to provide goods and services to societal

members. The profit motive was established as the primary incentive for entrepreneurship. Any business organization has been the basic economic unit in our society. As such, its principal role is to produce goods and services that consumers need and want and to make an acceptable profit in the process. At some point the idea of the profit motive got transformed into a notion of maximum profits, and this has been an enduring value ever since. All other business responsibilities are predicated upon the economic responsibility of the firm, because without it the others become moot considerations.

Legal Responsibilities Society has not only sanctioned business to operate according to the profit motive; at the same time business is expected to comply with the laws and regulations promulgated by federal, state, and local governments as the ground rules under which business must operate. As a partial fulfilment of the «social contract» between business and society firms are expected to pursue their economic missions within the framework of the law. Legal responsibilities reflect a view of «codified ethics» in the sense that they embody basic notions of fair operations as established by our lawmakers. They are depicted as the next layer on the pyramid to portray their historical development, but they are appropriately seen as coexisting with economic responsibilities as fundamental precepts of the free enterprise system.

Ethical Responsibilities Although economic and legal responsibilities embody ethical norms about fairness and justice, ethical responsibilities embrace those activities and practices that are expected or prohibited by societal members even though they are not codified into law. Ethical responsibilities embody those standards, norms, or expectations that reflect a concern for what consumers, employees, shareholders, and the community regard as fair, just, or in keeping with the respect or protection of stakeholders' moral rights.

Superimposed on these ethical expectations emanating from societal groups are the implied levels of ethical performance suggested by a consideration of the great ethical principles of moral philosophy. This would include such principles as justice, rights, and utilitarianism.

Philanthropic Responsibilities Philanthropy encompasses those corporate actions that are in response to society's expectation that businesses be good corporate citizens. This includes actively engaging in acts or programs to promote human welfare or goodwill. Examples of philanthropy include business contributions to financial resources or executive time, such as contributions to the arts, education, or the community. A loaned-executive program that provides leadership for a community's United Way campaign is one illustration of philanthropy [2].

The pyramid of corporate social responsibility is depicted in Figure 1. It portrays the four components of CSR, beginning with the basic building block notion that economic performance undergirds all else. At the same time, business is expected to obey the law because the law is society's codification of acceptable and unacceptable behaviour. Next business's responsibility is ethical. At its most fundamental level, this is the obligation to do what is right, just, and fair, and to avoid or minimize harm to stakeholders (employees, consumers, the environment, and others). Finally, business is expected to be a good corporate citizen. This is captured in the philanthropic responsibility, wherein business is expected to contribute financial and human resources to the community and to improve the quality of life.

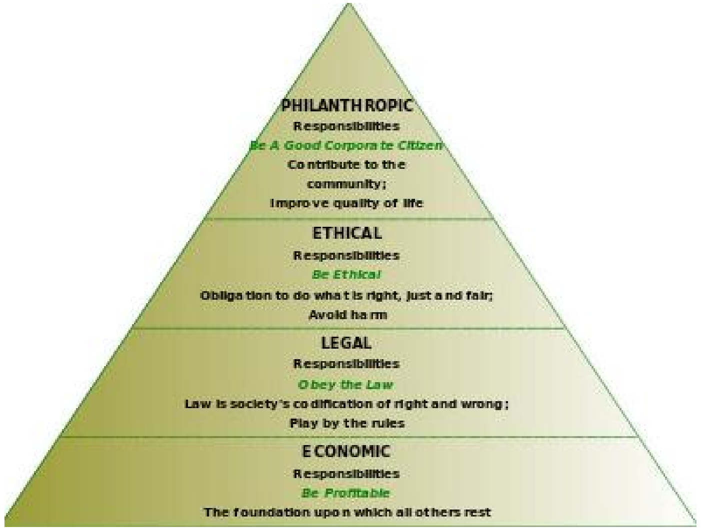

Figure 1. The pyramid of corporate social responsibility

CSR pyramid is intended to portray that the total CSR of business comprises distinct components that, taken together, constitute the whole. Though the components have been treated as separate concepts for discussion purposes, they are not mutually exclusive and are not intended to juxtapose a firm's economic responsibilities with its other responsibilities. At the same time, a consideration of the separate components helps the manager see that the different types of obligations are in a constant but dynamic tension with one another. The most critical tensions, of course, would be between economic and legal, economic and ethical, and economic and philanthropic. The traditionalist might see this as a conflict between a firm's «concern for profits versus its «concern for society» but it is suggested here that this is an oversimplification. A CSR or stakeholder perspective would recognize these tensions as organizational realities, but focus on the total pyramid as a unified whole and how the firm might engage in decisions, actions, and programs that substantially fulfil all its component parts [2].

To summarize, the total corporate social responsibility of business entails

the simultaneous fulfilment of the firm's economic, legal, ethical, and philanthropic responsibilities. Stated in more pragmatic and managerial terms, the CSR firm should strive to make a profit, obey the law, be ethical, and be a good corporate citizen.

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REFORMING THE PENSION SYSTEM: CHOICE FOR UKRAINE

У статті «Реформування пенсійної системи: вибір для України» викладено декілька основних рекомендацій щодо реформування пенсійної системи в Україні, розроблених провідними фахівцями аналітично-дорадчого центру «Блакитна стрічка», проекту, який фінансується Європейським Союзом.

Key words: demographic tendencies, increasing the retirement age, financial stability, decent pensions, improving the pension system's financial capacity.

The goal of this thesis is to provide politicians and the general public with an in-depth analysis of demographic tendencies and their financial impact on the pension system. As a consequence they can identify the most optimal decision for increasing the retirement age from the point of view of financial stability and ensuring decent pensions [1].

The pension system was designed as insurance against being old and unable to work and few workers survived until retirement age. It was similar to insurances against risks like disability, a work injury, a long term illness, death of breadwinner, etc. Demographic trends and the policy of lowering the retirement age have dramatically changed the functions and sustainability of the old system. The old system was based on a demographic structure shaped like pyramid (younger – bottom, elder – on top); each new generation was larger than older generations, therefore, the number of contributors to pension systems, was far greater than the number of pensioners.

The pension system worked like an insurance scheme in which many workers made small contributions which supported the few who survived to retirement and became pensioners. Today the pyramid mechanism is not functioning. In European countries new generations are smaller than older generations. The old insurance scheme does not work. Getting old is not «a risk» of a few since majority of people live years beyond their retirement age [2].

The effective retirement age in Ukraine was set in the 1930s and has not been revised since. Only Belarus, the Russian Federation, Uzbekistan, and Ukraine among CIS countries left retirement age unchanged (55 years for females and 60 for males). The most common age of moving from work to retirement is 62 – 65 years of age in European countries. On average, the majority of the Post-Socialist countries raised retirement age by 1.5 – 5 years during 1989-2006. Establishing equal retirement ages for females and males is another world trend [1].

According to estimates of experts, there are no objective physiological, economic or social grounds to maintain the lower retirement age for women in Ukraine. Moreover, the lower retirement age and, correspondingly a lower period of contributory service, lead to significantly smaller pensions which cause a higher risk of poverty among women in their old age. Today the average pension of women is equal to just 67% of the average pension of men, whereas the ratio of the average wage of women to men is equal to 75%. Ukrainian women hold the world record in correlation between the length of retirement and the labor period needed to obtain a pension: 7.1 years of staying retired for every 10 years of labor, while in other countries the ratio is: England – 5.8, Hungary – 4.9, Germany – 4.6, Italy – 6.2, and Poland – 5.5 [1].

In Ukraine life expectancy at retirement age (60 years) for males is equal to 14 years. This is similar to other countries. For Ukrainian women at retirement age (55 years) life expectancy is equal to 25 years. This is higher than life expectancy at retirement age in many countries around the world where retirement age is about 60-65 years. For Great Britain – life expectancy at the retirement age is 23 years, Italy – 24.9, Germany – 20.9, Poland – 22, Slovakia – 18, the USA – 17.7, Hungary – 20, France – 26, Czech Republic – 19.2, Sweden – 20, and Japan – 23). Therefore, women in Ukraine work less than women in other countries and stay retired longer.

Raising retirement age in accordance with the general trend of the population's aging is absolutely natural and the most appropriate step. Increased retirement age has a complex influence on improving the pension system's financial capacity, since it allows for a simultaneous decrease in expenditures

(the number of pension recipients decreases or at least its growth rate slows) whilst increasing incomes (the period of labor activity is prolonged and the number of the employed and contribution payers increases). The increased flow of contributions due to a lower number of beneficiaries provides the possibility of increasing pensions for existing pensioners, whilst prolonging the period of pensionable service means enhanced pension rights for a future generation of pensioners [1].

Therefore, first of all, increasing the retirement age for women to the same level as set men – 60 – the key issue associated with revising the retirement age. It is worth stressing that currently in Ukraine there are no objective physiological, economic or social grounds for maintaining a lower retirement age for women. The existing 5-year difference between the retirement age and duration of pensionable service for women and men is socially unfair and contradicts the insurance principles, since women gain rights to retirement and to receiving the minimum pension (which is irrespective of gender) whilst making a significantly reduced labor contribution [1].

Choosing the optimal option for reforming the effective retirement age should take into account the priorities for the general strategy for social and economic reforms, i.e. not just pension reform but also reforms in other spheres, particularly the restructuring of production and employment, modernization of the healthcare system, etc [1].

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PROMOTING INTERNAL DEMOCRACY WITHIN POLITICAL PARTIES

У статті «Стимулювання демократії в політичних партіях» викладено декілька основних рекомендацій щодо стимулювання демократії в політичних партіях у сучасних умовах.

Key words: to engage activists in decision-making at all levels, debates on party principles and election programs, a role in the selection of party leaders and candidates, mobilizing supporters and building mass membership, to strengthen internal organizational capacity.

The regulatory framework is determined by the internal rules which parties adopt in their constitutions and official documents. The principles embodied in these rules should ideally promote the values of internally-democratic party organizations, so that parties engage activists in decision-making at all levels of the party, for example in conference debates about party principles and election programs, as well as giving members a role in the selection of party leaders and candidates. Practical steps towards building internally-democratic parties include mobilizing supporters and building mass membership organizations, decentralizing decision-making in the candidate nomination process, and promoting the inclusion of women and ethnic minority candidates for elected office.

Party organizations are expected to serve many important functions, including citizen mobilization, public policy formulation, leadership recruitment, and government organization. Given the central role of political parties in representative democracy, policies designed to strengthen their internal organizational capacity might be expected to be given high priority. The international community concerned with democratic development and good governance has invested greater resources in other programs, notably in assisting electoral processes, fostering civil society, strengthening the rule of law, and building the capacity of governance [1]. One reason for the relative neglect of the internal life of political parties is that these organizations have long been commonly regarded in liberal theory as private associations, which should be entitled to compete freely in the electoral marketplace and govern their own internal structures and processes. Any legal regulation by the state, or any outside intervention by international agencies, was regarded in this view as potentially harmful by either distorting or even suppressing pluralist party competition with a country.

Parties in established democracies have also been actively engaged in strengthening sister organizations in the developing world, for example through providing funding, training, and professional assistance. The need for further initiatives designed to strengthen the internal life of party organizations is also important given common trends. In many established democracies, there is evidence that party membership has been eroding, partisan realignments has attenuated links between voters and parties, and there are indicators that political parties are increasingly mistrusted by the public [2].

Parties have also voluntarily undertaken important reforms to promote internal democracy. Different parties in an increasing number of countries have begun to open up decision-making procedures, as well as candidate and leadership selection processes, to the «ordinary» party members, often by means of postal ballots [3]. As a result, ordinary members are winning access to rights formerly held only by party elites and activists. The apparent aim of these initiatives, introduced in countries such as Germany, Canada, Norway and Britain, has been make party membership more appealing and, in particular,

to staunch the loss of mass members, who remain an important source of funds, campaign volunteers, and traditional legitimacy for mass-branch party organizations [4].

In Britain, for example, the Labor party undertook a series of organizational reforms giving grassroots party members a more influential role in the candidate and leadership selection process and in conference decisions about party programs. These initiatives were adopted during the mid-1990s, as part of Labor’s «modernization» program, in the attempt to expand their membership base.

In the United States, the legal adoption of voter primaries in the candidate nomination process was initially designed by the early twentieth-century Progressive movement to reduce the power of caucuses dominated by the leadership and party machine, a process dramatically expanded in the mid-1970s in the second major wave of reforms. What remains unclear is whether attempts to strengthen direct democracy among all party members are actually effective in widening real decision-making, or whether in fact plebiscitary reforms facilitate greater control by party leaders over the rank-and-file middle level party activists [5].

While there is considerable evidence from the official party records that mass membership has been falling in many parties in Western Europe, the interpretation of the consequences of this development remain under debate. Nomination processes have been evolving in recent years. The evidence suggests a slight democratization of the nomination process has occurred within European parties, with the circle of decision-making widened slightly from local activists and officeholders downwards to grassroots party members using ballots. Nevertheless, although the potential number of participants has slightly broadened, at the same time the choice of nominees has been more greatly constrained by the adoption of rules designed to generate more inclusive legislatures. Perhaps the most dramatic evidence of party change comes from the many initiatives which have been adopted with some success to wider the social inclusiveness of legislatures, particularly through positive action strategies for women which have been implemented through reserved seats, statutory gender and voluntary gender quotas.

The most important steps in the research agenda include expanding what we know about the role, function and structure of parties to many transitional and consolidating democracies, by documenting the legal framework and internal rules, as well as by considering what reform strategies are most effective to promote party competition and internally-democratic parties.

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STATE YOUTH POLICY IN UKRAINE

У статті «Державна молодіжна політика в Україні» розглядаються питання стану та перспективи розвитку державної молодіжної політики в Україні.

Key words: state youth policy, the youth, society, civil society, responsibility, democratic state, state authorities.

The perspectives for the development of society as well as the success of any socio-economic and political changes in the country depend on the conditions for the socialisation and development of the young generation.

In the society of Ukraine, youth is the most active demographic segment and its share does not only stand for the characteristic distribution of age groups in the population of the country.

Firstly, youth is the determining factor for the birth rate, i.e. the demographic perspectives of the country. Secondly and due to the growing demographic share of the young generation, young people have become much more active participants in the civic and political life of the country in recent years.

The youth policy of the Ukrainian state is a priority and a specific focus of government actions, and this focus is implemented in the interests of young people, society and the country as a whole and in line with the opportunities of the Ukrainian state and its economic, social, historical and cultural development as well as worldwide experiences with state youth services.

The primary tasks, principles and directions of youth policy in Ukraine

are laid down in a declaration entitled «The general principles of state youth policy in Ukraine», which was enacted with Ukrainian Law No. 2859-XII of 15 December 1992.

The primary responsibilities of today’s state youth policy are:

· increasing the quality of modern education for youth;

· re-orientating the system of professional training in line with the requirements of the labour market while taking into account the perspectives of restructuring the prevailing economic model of Ukraine towards a «Knowledge economy» model;

· developing and introducing a mechanism to attract youth to scientific and technical activities as well as improving the system for the promotion of young scientists;

· implementing the system of vocational orientation in youth work in the aim of creating a balance between the requirements of the labour market and the education market;

· intensifying activities in relation to youth employment and occupation;

· further developing and using suitable economic mechanisms to secure a first job for young people by granting allowances to employers so that they create additional jobs for young people;

· regulating the occupational migration processes by concluding international agreements in the aim of providing social protection for citizens working abroad;

· developing and using mechanisms to create favourable conditions for easier «market access» for entrepreneurs, especially by giving them access to loans;

· developing a healthy lifestyle, preventing the spread of HIV/AIDS, alcohol and drug abuse;

· implementing mechanisms to establish public and civic supervision for retaining existing sports and health facilities or building new ones especially in smaller towns or rural areas;

· providing national/patriotic education for the young generation as a means to overcome especially the mutual alienation of young people from various Ukrainian regions, to consolidate the Ukrainian nation and to develop greater tolerance among youth;

· developing a scheme for providing low-cost state loans to young people and young families and providing housing to children and youth;

· supporting youth initiatives to participate in the life of Ukrainian society, supporting existing and establishing new civic children and youth organisations as well as promoting volunteer movements.

The following principles must be highlighted in the Ukrainian state youth policy:

· respecting the beliefs and views of youth;

· guaranteeing the right and ensuring the integration of young people in view of their direct participation in the design and implementation of policies and programmes, which concern the society in general and youth in particular;

· providing legal and social protection for young citizens and especially for persons, who have not yet reached their 18th year of age in the aim of creating the necessary initial opportunities for a comprehensive social development;

· promoting youth initiatives and activities in all areas of social interaction.

Presently, Ukraine makes real efforts to adjust its national development criteria to the standards of the European Union. In this process, the significance of youth may not be underestimated. Ultimately, the fate of the country, whose future will belong to these young people specifically, will largely depend on the extent to which the young generation is willing to assume responsibility for the development of the state, the level of their active and constructive participation in civic processes, the wealth of initiatives it provides as inputs to the solution of unavoidable tasks.

In conclusion it may be said that the integration of youth in the implementation of youth policy and co-operation of state authorities with civic organisations are an indispensable feature of a modern democratic state when it regulates its social condition. The existence and the effectiveness of civic youth organisations is, strictly speaking, a yardstick for the development of a civic society.

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COMMUNITY FOUNDATION AS A COMMUNITY'S LEADER

У статті «Об'єднання громади як лідер громади» йдеться про неурядові соціальні інститути та їх роль у суспільстві.

Key words: community foundations, philanthropic organizations, effective use of funds, to address the community's challenges, community needs concerns, to invest in sustainable solutions.

Community foundations are social institutions in the non-government sector, which are philanthropic organizations. Community Foundations are managed by an independent council, established with the maximum representation of the local community – for the effective use of funds, transferred to the community by individual citizens, organizations or business structures.

The Community foundation creates a better future for all by addressing the community's most critical or persistent challenges, inclusively uniting people, institutions and resources and producing significant, widely shared and lasting results. Community Foundations bring donors to the table as community builders, and help them formulate and realize their philanthropic goals, matching their interests and concerns with community needs and organizations, and finding innovative and responsible ways to give their investments lasting impact.

These organizations take the broadest view of what a community is and what it needs to succeed. This is why our grants support everything from shelter, sustenance and care for those most in need, to recreation, the arts, and the environment. Community Foundations take the long-term view for communities: these organizations identify long-term needs and opportunities and invest in sustainable solutions, helping our communities become resilient, resourceful, and ready for the future they want.

Community Foundations do three key things to build community vitality:

· Vitality depends on long-term resources for long-term solutions – so these organizations work with donors to build endowment funds that ensure vital futures for communities.

· Vitality comes from all corners of a community, so these organizations grant funds to the widest possible range of organizations and initiatives.

· Vitality needs leadership, so these organizations bring people together from all parts of our communities to stimulate new ideas, build participation and strengthen community philanthropy.

Throughout most of the nearly 100-year history of the community foundation movement in the U.S. and at present, there are more than 700 such foundations with an aggregate assets value of more than USD 30 billion. Every six months, community foundations in the USA collect approximately USD 1 billion. The evolution of the movement outside the U.S dates to the late 1980s, and has followed a zigzag path. The community foundation movement is still so new in many regions outside of the U.S. In Europe, the pioneers, who in the 1970s adopted and adapted the concept of community foundations, were the British. Their foundations are distinguished by their volumes – from a foundation which covers the whole of Northern Ireland, to relatively small organizations in towns with a population of not more than 20,000. The capital of one of the first foundations in Great Britain, established in 1979. In other European countries, the rapid development of this model began in the mid-90s. Central and Eastern European countries also have successful examples of the establishment of community foundations. Since the mid-1990s 4 more foundations have been established in Slovakia, in Poland, for example, the first foundation, the Snow Mountain Community Fund was organized at the end of 1998 in the city of Bistrina Klodzko, and by the end of 2000, this country already had 13 such foundations.

The history of the activity of philanthropic institutions in Ukraine begins in the times of the establishment and development of Kyiv Rus and is literally inseparable from the history of Christianity. During the post-revolutionary and soviet period, philanthropy and social work was unilaterally interpreted as negative phenomena, inherent to the bourgeois culture and foreign to the socialist culture. Soviet powers did not recognize the division of society into rich and poor, benefactors and beneficiaries. The work of charity organizations was deemed unnecessary. It was replaced by the state system for health and social security. The revival of philanthropic activity began in the early 90s of the 20th century, after the declaration of Ukrainian independence.

The reasons for the active expansion of this type of charitable foundation also includes the development of international cooperation in the area of charity, a change in the influence of local authorities in the local community, an increase in social and economic problems and the impossibility to resolve them via traditional means, as well as a strengthening of the third sector.

Simply put, a community foundation has three functions.

· It is a grant maker.

· It is a vehicle for the philanthropy of individuals, corporations and organizations that have concern for a specific geographic area.

· It provides leadership in the community it serves as an effective, independent arena for addressing difficult issues and/or advocating for needed programs, services or policies.

Particularly in Central/Eastern Europe, the former Yugoslavia and the former Soviet Union, the role of the community foundations as vehicles for local philanthropy is an important form of leadership

Because of their experience working with a variety of donors, nonprofit organizations, grantees and units of government, community foundations' board and staff often have special insights into community issues. This gives them a broader perspective than those of most other organizations. In addition, because these foundations do not depend on annual fundraising campaigns, they take a long view of community well-being, and they are well-positioned to address thorny issues and to take risks.

For years, tackling difficult issues was described by many foundations as one of being a facilitator or neutral party. But, recently, this role is more correctly described as «community leader.» This more assertive position reflects what is going on throughout the field.

A community leader can be defined as an individual or organization that identifies an issue, has a general sense of a desired outcome, and conducts a process that includes a broad range of community interests. Ultimately, this results in consensus about a method to achieve a specific outcome. Sometimes this leadership takes the form of acting as a convener and bringing together differing elements of the community. In other instances, the community foundation initiates the process to affect the desired outcome.

Community foundations have frequently described themselves as «neutral parties». Of course, one can argue that this is not a particularly accurate description of, or a desirable posture for, most community foundations. They can, and should, be non-self-serving and they most certainly are, and should be, independent. But for the most part, they can, and should, be advocates for the best possible outcomes for the communities they serve.

It is obvious that community foundations must exercise care to avoid offending the entire community, or even significant parts of it. Thus, consensus building and compromise often are required.

Community foundations are natural leaders, sometimes as conveners and often as initiators of processes to resolve community issues or address community opportunities. Many community foundations are assuming leadership roles in their communities, and others will follow as their presences in their communities become more visible and they become more experienced. It is difficult to identify the downside for community foundations as they work in leadership roles to make both their communities and their world more just and sustainable.

The community foundations across the globe do not differ substantially in their goal to improve the lives of the people in their communities. Some of the techniques are different, to be sure, but the hoped-for results are very much the same. Community foundations are natural leaders, sometimes as conveners and often as initiators of processes to resolve community issues or address community opportunities. They work in leadership roles to make both their communities and their world more just and sustainable.

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THE AMENDMENTS IN A DRAFT OF THE LABOUR CODE OF UKRAINE № 1108

Обговорюються необхідність розроблення та прийняття нового трудового кодексу в Україні. Наголошується на необхідності врахування інтересів трудових колективів і роботодавців у цих змінах. Пропонується скористатися досвідом розвинених країн Європи при розробці нового закону.

Key words: Labor Code of Ukraine, main legislative act, employment relations, employment and collective agreements, adaptation to market conditions, working hours, leaves, birth rate.

The article is devoted to the amendments in a new draft of the Labor Code of Ukraine.

This issue is very actual nowadays because each of us works as either an employee or as an employer all our life. If we refer to the regulatory basis of the labour process, we will see that according to the current legislation of Ukraine citizens may join an employment relationship from the age of 14.

The main legislative act as for employment relations in Ukraine is the Labor Code of Ukraine. It regulates all kinds of labor relations, including such points as:

- rights and responsibilities of employees and employers
- conclusion, modification, termination and invalidity of employment and collective agreements,
- settlement of employment disputes,
- labor safety rules, etc.

Most experts acknowledge that the current Labor Code is not updated and does not correspond to existing realities at present. The process of adopting a new edition of the Labor Code has been taking place for ten years. Ukraine got closer to the adoption of the new Labor Code last November. The draft № 1108 has been in the Parliament since 2007; it passed the first reading in 2008 and was expected to receive final approval in November 2010.But voting was postponed at the last moment, not because of the draft's controversial nature. It happened because Ukrainian nation became engulfed in protests over the passage of the Tax Code, so it was prudent to postpone voting of the Labor Code till 2011.

The draft of the Labor Code is aimed at adaptation of Ukrainian labor legislation to the market conditions and at introduction of important changes to the current legislation.

We should consider the main points of the Labour Code in force and some related changes in the suggested draft of the Labour Code. We will point out the main concerns of the Ukrainian working people.

I. Labour relations between employers and employees.

- *Labor agreements should be made in written form*. Though, labor agreement can be concluded in the form of the order issued by the employer in case there is employee's agreement.
- *Termination of the employment:* grounds for employee's discharge are enlarged. According to the draft of the Labour Code, employee can be dismissed mach easier than it was before and the role of trade unions in the process has been reduced.
– *Working hours:*

Concept of flexible working hours is introduced. The draft of the Labour Code establishes limits of working hours, recorded periods. Duration of the daily working hours can be changed by a collective agreement or an act of the employer if it is needed within the limits of weekly working hours established by the draft of the Labour Code.

- *Leaves:*

The order of granting leaves hasn't been significantly changed.

The draft of the Labour Code establishes some new types of leaves.

The important fact for the employees is that the term of the leave without payment is extended to three month.

As for women employees:

According to the Labour Code in force, the pregnant women or women with children under the age of 3 or single mothers raising a child under the age of 14 or a disabled child are allowed to be dismissed only in case the enterprise is being liquidated and they are proposed alternative employment.

Besides they can be dismissed in case of termination of labour agreement and they should be proposed alternative employment.

According to the draft of the Labour Code, such kind of women is divided into two groups.

The first group consists of the pregnant women, women with a child under the age of 3 or a disabled child.

The second group includes single mothers raising children under the age of 15.

They are allowed to be dismissed in case the enterprise is being liquidated and they shouldn't be proposed alternative employment.

Some experts believe that there are changes in the labour code in this respect which may have negative influence on the birth rate in the country.

But in conclusion it should be mentioned that all of us realize the necessity of updating the present Labour Code. It was adopted many years ago and doesn't correspond to today's reality and needs revision and updating. But nevertheless, while amending the law we must be careful and take into account all pros and corns of the working people's interests as well as the interests of the employers as well.

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PENSION REFORM PROBLEMS

Підіймаються питання пенсійної реформи в Україні. Обговорюються можливості приведення її до норм сучасного економічного розвитку країни.

Key words: pension reform, retirement age, insurance against risk, functions and sustainability of the old system, older generations, contributors and beneficiaries.

Pension reform concerns most of the Ukrainian citizens because most part of the Ukrainian population is pensioners. Therefore, the issue of pension reform is being widely discussed both in the Verkhovna Rada of Ukraine and by the citizens of our country.

As it was initially established, pension systems were aimed at lessening poverty. It was assumed that the beneficiaries of pension funds were retired old and poor people. But many years ago few workers survived until retirement age. Thus, pension system was designed as insurance against risk of being old and unable to work. It was similar to insurances against other risks like disability, work injury, sickness, death of breadwinner, etc.

Demographic trends and policy of lowering retirement age have dramatically changed the functions and sustainability of the old system. Old

system was based on demographic structure like pyramid (the young are at the bottom and the old are at the top). Thus, each new generation was much more numerous than previous one. It meant that the number of contributors to pension funds, who were the producers of GDP, would greatly exceed the number of pensioners, who were the consumers of GDP. Pension system worked like an insurance scheme in which many workers with small contributions were supporting very few who happened to survive to pension age. Today, pyramid mechanism is not functioning any more. New generations in European countries are less numerous than older generations. Old insurance scheme is not justified any more. Being old is not «a risk» of a few. A lot of people live many years beyond the retirement age.

Ensuring pensions for a large number of pensioners requires much higher contributions from the working population. The more so that number of population of the working age is shrinking. Relations between contributors and beneficiaries deteriorate sharply. But the more you tax working group the less motivation they have to work: they move to grey economy, emigrate, and work less.

Majority of countries, if not all of them, face the same universal challenge called ageing of population. Countries are at different stages of ageing. The more advanced is the process the more problems arise. It really makes sense to design, communicate with the public and implement new methods. – The sooner, the cheaper.

The same chance is in the case of Ukraine. To some extent the chance has been used in Ukraine. Some changes have been introduced within the Ukrainian pension system. The attempts are being made to adjust the Ukrainian pension system to the needs and possibilities of Ukraine and the Ukrainians. In some economists' opinion, we have to take into account some general knowledge, pieces of experience of other countries, and also identify possible misconceptions and traps.

Pension reform is a process that needs public support. Such a large scale change can not be implemented without public approval. There are a few key possibilities for reformation of the pension system in force. There are several ways to improve traditional pension system. They are:

1. *Higher retirement age* – such an option automatically increases the number of contributors and reduces the number of beneficiaries. So, gradual and well prepared increasing of the retirement age can be perceived as the key goal within rationalization process of the old pension system.

2. *Contributing to higher employment*.

Higher employment means higher labor supply to production, which contributes to GDP growth.

3. *Indexation.* It should be the subject to public choice of the society. However, the society should be well informed that higher indexation means not only higher income of the pensioners but also lower wages of the working

generation and vice versa. This is really a difficult choice

Pension reform should be considered in complex with the reforms in the sphere of labor legislation and tax regulation.

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THE PENSION SYSTEM OF UKRAINE

Обгрунтовується необхідність введення трирівневої системи пенсійного забезпечення в Україні. Дається стисле описання кожного рівня та пояснюється необхідність їх впровадження та їх ефективність для системи пенсійного забезпечення Україні. Указуються основні цілі пенсійної реформи та передбачуваний результат реформування системи пенсійного забезпечення.

Key words: pension system, reform of the pension system of Ukraine, three-pillar pension system, first level of the pension system, second level of the pension system, third level of the pension system.

In accordance with Article 46 of the Constitution of Ukraine citizens have the right to social protection that includes the right to provision in cases of complete, partial or temporary disability, the loss of the principal wage-earner, unemployment due to circumstances beyond their control and also in old age, and in other cases established by law.

This right is guaranteed by general mandatory state social insurance at the expense of the insurance payments of citizens, enterprises, institutions and organizations and also from budgetary and other sources of social security.

Ukraine's pension system is a set of created in Ukraine, legal, economic and institutional norms and institutions that aim at providing citizens with financial security in retirement resources.

Ukrainian pension system in its present form began in January 2004, basing on the Law of Ukraine on Obligatory State Pension Insurance and includes the relationship of the formation, determination and payment of pensions in the three-tier pension system.

The first level (first pillar) is a solidarity system, where all money that are enumerated by companies and insured persons to the Pension Fund of Ukraine, are immediately paid to current pensioners.

Second level (second pillar) is the obligatory state pension insurance. It is anticipated it will be introduced in 2012. Part of the mandatory pension contributions (up to 7% of salary) will be directed to personal accounts of citizens. These funds will be invested into the Ukrainian economy and investment income will increase the amount of future pension payments.

Third level (third pillar) of pension system is the non-state pension insurance based on principles of voluntary participation of citizens, employers and their associations in forming pension savings aiming at receiving their individual pensions.

In its current design, Ukrainian pension system creates a large fiscal deficit. It is important to separate the pension system from the system of social protection. Poor and vulnerable sectors of the population should be protected through targeted social assistance programs, financed through the budget, not through the pension system.

The imbalance in the pension system has created a systemic threat to macroeconomic stability and in particular to the fiscal framework.

The main reason of pension system reforming in Ukraine is in excessive burden on the working population. There are other reasons also, such as crisis of non-payments and not properly working procedures of enterprises bankruptcy. But low pension age and too large system of privileges (their amount today is adjusted almost by 20 laws) are all the same in a basis of our problems.

The receipts from pension payments are insufficient because of significant scale of shadow sector of economy, financial difficulties of the majority of the state and privatized enterprises, and also built in present system stimulus of an evasion from the taxes and obligatory deductions to the social funds.

The basic purpose of the pension reform program in Ukraine is the creation of three-pillar system of pension securing; with its help the citizens can save assets earned in efficient age to receive the sufficient income in old age.

Ukraine should immediately reform the pension system because Ukraine has the world's largest share of spending on pensions – 18% of GDP in 2010. Moreover, it has one of the highest levels of pension contributions in Europe, representing 35% of gross salary. That is why pension reform is one of the priorities of the Ukrainian Government in 2011. Such attention to this issue is quite justified, because reform today is financially necessary.

There are three possible solutions to this problem: to cut pensions or increase the size of pension contributions, or to encourage employees to remain longer in the labour market. Given the small size of the average pension, the reduction of pensions is not an option. Increasing the size of contributions is also unacceptable, because they are already quite high.

The way to solve this problem would be to encourage employees to work longer, and reduce costs associated with payment of special pensions, which are transferred from the budget. These are the actions included in legislative proposals drafted by the Government, which include:

– gradual increase in retirement age for women from 55 to 60 years, 6 months each year;

– length of service increase for minimum pension allocation (for 10 years);

– implementation of the initial steps towards the harmonization of the special pension schemes with the general system.

Starting 2012 the measures proposed by the government will allow annual savings on pension costs amounting to about 1.5% of GDP. And it is anticipated that till 2015 Pension Fund deficit budget financing will disappear.

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THE PROBLEM OF PUBLIC INTEREST REALIZATION BY LOBBYING

Йдеться про роль лобіювання у демократичному суспільстві. Виділяються два основних елемента лобіювання, якими є «роздрібне» лобіювання і «гуртове» лобіювання. Також увага приділяється існуванню лобіюванню і його законодавчому забезпеченню в Україні і деяких інших країнах. Надається причина для законодавчого забезпечення лобіювання в Україні.

Key words: lobbying, «retail» lobbying, «wholesale» lobbying, democratic state, government, types of lobbying.

Nowadays in Ukraine the role of non-governmental organizations as representatives of the interests of civil society is gradually rising. They are

increasingly trying to influence the state institutions. Social activity of the public is a striking example of the democratization of the state.

Lobbying is one of the most extended mechanisms in many democratic countries of goal-oriented influence of the public on government bodies. In Ukraine, on the contrary, citizens consider lobbying, as illegal activity and a form of corruption.

Constitution of Ukraine does not recognize the right of lobbying, but at the same time creates the conditions for it. Constitution of Ukraine guarantees «freedom of association into political parties and public organizations for exercising and protecting their rights and freedoms», also, it gives the right to «participate in the administration of state affairs».

Lobbying is a type of influence on decisions which are made by legislators and officials. Hence, a lobbyist is a person who tries to influence decision makers and lobby groups are established to influence government policy, corporate policy, or public opinion.

Usually in lobbying two main elements are sorted out:

- «Retail» lobbying relies on the relationships of a lobbyist with legislators and government officials. It includes meetings and diplomacy.

- «Wholesale» lobbying includes mass mailings, rallies, press conferences, and visits to legislators.

In Ukraine there is a widespread direct personal lobbying, which is based on personal relationships between businessmen and government officials and clannish lobbying. Ukraine has a strong sectoral lobbying: metallurgical, coal, agricultural, alcohol, tobacco, sugar. Also, Ukraine has developed the so-called «cabinet» lobbying (from the reduction «the Cabinet of Ministers») and the regional lobbying.

In the United States, lobbying is a legal, regulated business. «Federal Regulation of Lobbying Act» introduced the procedure of registration of professional lobbyists. According to this act lobbyists must report all contributions made and specify the name of the person who received the money. There is also «On registration of foreign agents» act and many other laws.

The United States government goes further and periodically makes changes in the legal status of lobbying.

The United States and Canada apply the following principles to the regulation of lobbying activities:

- public reporting in matters of lobbying;
- the categories of lobbyists;
- the obligation to register;
- the content of obligatory disclosures;
- the principle of potential conflicts of interest and the two-year ban on performing lobbying activities after leaving office.

The Canadian lobbyists must only be registered. It is believed that having a registry is enough to secure the level of transparency and openness in the democratic process.

Germany has specific rules on the registration of lobbyists. There are relevant codes of conduct for the executives, parliamentarians and civil servants that require the financial reports.

The four member states of the European Union have laws regulating lobbying activity, so far. These are Hungary, Lithuania, Georgia and Poland.

In a democratic state all interests of all population layers ought to be taken into account and all citizens should have equal access to the law and decision-making.

Usually three types of lobbying are distinguished:

- shadow;
- democratic;
- institutionalized.

In Ukraine, «shadow» lobbying activities are practiced mostly because domestic lobbyists are not governed by any laws.

But there is some progress in the sphere. Ukraine ratified the UN Convention against corruption, the Criminal Convention of the European Council on Corruption and its Additional Protocol in 2006. This addition provides basis for the laws to come. At present, the Parliament of Ukraine is considering a draft law on the basics of preventing and combating corruption in Ukraine. It is believed there is a need in the legal settlement of lobbying in Ukraine.

Recently we have seen a dramatic decline in public confidence in politics in Ukraine. The lack of transparency in political lobbying activities can be considered to constitute one of the causes of this phenomenon.

It is believed that the adoption of acts regulating lobbying in Ukraine will result in the reduction of the number of corrupt and shady schemes of influence on the activity of government representatives and will enable the development of civil society as well as the increase of the influence of citizens on government authorities.

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ETHICS OF HIGHER CIVIL SERVICE

Вивчається вплив моралі та етики на поведінку державних службовців, які займають високі посади. Кожна професійна група має свій набір моральних цінностей та свій етичний кодекс. Будучи такою професійною групою, державні службовці та високі посадовці мають зважати державний інтерес та особистий інтерес. Розглядаються декілька підходів до розглядання впливу цих інтересів на поведінку державних службовців.

Key words: morality, society, behavior, higher civil servants, ethics, ethical code, personal interest, public interest, elite.

Morality is the set of norms through which societies define behavior that is viewed as good or bad, as acceptable or not by community. Ethics, of the other hand, may be seen as being synonymous with morality, the science or theory of moral practices. Ethics is also thought of as the character of an individual or a group – the hierarchy of values and norms which he/she or they identify for himself /herself or themselves against a prevailing moral code. Morality originates in social practices while ethics, as a science, is a rational endeavor. Ethics, as a set of principles, give a rational justification for behavior. They define individual and group priorities, and in the end, they may arrive at a systematic body of moral norms, as individual and group practices get interwoven.

Professional groups, although limited by moral norms, define their own ethics. They give priority to one or other social objective. They hierarchically organize their values and beliefs. Professional ethics will share values in common with society.

Starting from these assumptions it can be affirmed that higher civil servants, like all managers, would value efficiency, power and effectiveness. They want to see implemented the decisions that they or the politicians above them make in the name of the state. In this management function, they are also committed to public interest.

Thus, the ethics of higher officials, as they mix management and political functions, involves not only efficiency but also power and the public interest. Because power is one of their first considerations, public officials value more than any other activity the implementation of the decisions that make or make on behalf of politicians. And they want this to be done in an efficient way, assuring value for money while at the same time consistent with the public interest.

Moreover, the four major political objectives that contemporary societies strive for are well-being of its citizens, order, freedom, and equality of justice; these are also valued by high civil servants and basically in the order just outlined. The well-being of citizens and economic development are brought about by efficiency or an increase in productivity. Thus, although valuing other objectives, higher civil servants are supposed to give priority to efficiency.

It is also important to consider personal interest of civil servants. There are two views on this dilemma: the neo-liberal or the individualistic view, which is represented today by the rational choice school, and the moralist or the social-Christian approach. For the rational choice school the civil service should be consistent with the public interest, efficiency and effectiveness. But to achieve these outcomes, citizens should not count simply on ethical and moral principles alone, given the intrinsic egoism which characterizes human nature. Instead, government decisions should limit the monetary values involved in order to avoid corruption.

On the other side is the moralist approach. Starting from an optimist's view of human nature, it proponents expect civil servants to be honest, generous, and committed to the public interest.

As an alternative, an historical or republican approach may be considered. It intends to be more than a mere combination of the views mentioned above. Elected public officials are a projection of the society in which they live. They are subject to moral precepts and will define their own ethics with as much firmness and constituency as these practices and values are embedded in that society. On the other hand, they are a part of the elite of that society and, thus, play a strategic role. As long as they constitute a government, their behavior, although conditioned by society, will be a determining factor in the changes for the good or bad that take place. Thus, the capacity of high-ranking officials to act in the public interest depends on three factors: the fact that they are part of the elite, the moral constraints that civil society imposes on them, and on existing democratic institutions.

Public officials are part of the elite. As such, their ethics, besides being the ethics of power and efficiency, are the republic ethics of the public interest as a goal which must be actively pursued. Yet, corruption of this professional ethics may have two origins: personal and political. Negative personal traits such as dishonesty, laziness, etc. are in the first category while pursuing corporate interests and nepotism are examples of the second. These forms of corruption of the public functions are prevalent in contemporary states, but they are compensated by the personal virtue of a large number of officials. Modern democracies are able to ally managerial competence and discipline with republican virtues of fighting for the public interest. Civil servants understand that they are political agents, that they have a direct responsibility to their nation.

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PUBLIC ADMINISTRATION AND THE MILLENIUM DEVELOPMENT GOALS: LEADERSHIP AND POLICY IMPERATIVES

У статті «Державне управління та цілі розвитку тисячоліття: лідерство та політичні імперативи» розглядається питання нагальності розроблення нового типу державного управління та визначається роль державних службовців в подальшому розвитку України.

Key words: public administration, millennium development goals, government.

The paper is about contemporary challenges, which ask for a new kind of governance and a new role for public agents in every country. The author considers that governments have to reshape the public sector to cope with this environment that requires civil servants to assume new missions.

In my opinion, the need to serve citizens better has become one of the major preoccupations of public administration today and the government can no longer shoulder that responsibility alone. Social and human development needs have become complex and diverse and to address these complex and diverse needs some form of cooperative effort is required. Various players need to be brought into the public service delivery process to be able to contribute effectively to social and human development needs.

Public administration is critical in the implementation of the International Development Agenda including the Millennium Development Goals. (MDGs). In September 2000, at the United Nations Millennium Summit, world leaders agreed to eight development goals to be achieved by 2015. The first seven goals focus on: 1) eradicating extreme poverty and hunger; 2) achieving universal primary education; 3) promoting gender equality and empowering women; 4) reducing child mortality; 5) improving maternal health; 6) combating HIV/AIDS, malaria and other diseases; 7) ensuring environmental sustainability. The eighth goal calls for the creation of a global partnership for development, with targets for aid, trade, and debt relief. The United Nations Organization provided an institutional and human resource environment and leadership capacities that enabled the world's leaders to formulate, discuss and agree on the Goals. It can be said in this regard that the International Public Administration system disposed of sufficient capacity to initiate and legislate the MDGs. The assumption then was that Public Administration institutional and human resources capacities at national levels in different member States were available in adequate quantities and qualities to integrate the MDGs into national development policies and strategies and successfully implement them. But now, with just less than five years remaining to get to the target of 2015 when the MDGs were expected to be achieved, various evaluations on levels of achievements of MDGs indicate that many countries, especially the Least Developed ones, those with fragile States, those affected by violent conflict, crisis and or disaster will not achieve the MDGs as targeted. It is observed that countries with weak Public Administration institutional and human resources capacities are the most likely to miss by far the target of 2015 to achieve the MDGs.

Public administration has grown in importance to include large chunks of fringes of politics, private sector management values such as effectiveness, efficiency, economy, value for money, and client orientation and the wider concept of governance. While earlier scholars of public administration had searched to restrict the boundaries of the field and limited it to the function of policy execution of government, it has been gradually accepted that the core of public administration is both politics and public policy. In this sense then public administration can be defined as the formulation, implementation, evaluation, and modification of public policy. The point here is not to revisit the search for a precise definition of public administration. It is rather to point out that because of its pervasive nature, public administration is critical in the implementation of the International Development Agenda including the Millennium Development Goals.

Weak governments and uncommitted leaders do not achieve levels of service provision that can ensure the achievement of MDGs. Efforts need to be put on strengthening capacities of governments both human and institutional to enable them plan and implement strategies for the achievement of MDGS. Such strategies would include how to create and operate partnerships with Civil Society and Private Sector organizations in the pursuit of the MDGs. With public administration and leadership commitment and determination, plans and strategies will be put in place to implement the MDGs and implementation will be ensured even in situations of inadequate financial and material resources.

In conclusion it can be said that the International Public Administration system disposed of sufficient capacity to initiate and legislate the MDGs. Where public administration is institutional, leadership and human resources capacities are inadequate, this has been translated into insufficiency or even absence of policies, strategies and weak implementation at national levels that has lead to little achievement of MDGs.

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E-GOVERNANCE, ITS IMPLEMENTATION IN DIFFERENT COUNTRIES AND IN UKRAINE

У статті «Електронне урядування, зарубіжний та український досвід впровадження» розкривається поняття та зміст електронного врядування та приведені приклади зарубіжного та вітчизняного впровадження.

Key words: e-governance, governmental organizations, civil society and social justice.

E-governance is a transformation of internal and external relations of governmental organizations by using of information-communication technologies to optimize public services, increase public participation and improve internal processes.

E-governance is open government, accessibility of public services, effective public administration, civil society and social justice.

Everybody knows about the great opportunities that give us the introduction of modern information-communication technologies. However, everybody hears about the need to reform public administration. The aim of this reform is the creation of effective system of governance, which meets to standards of democratic legal state. This system should provide a clear execution of functions of public administration, be open and transparent to the society and be based on scientific principles.

E-governance as a new form of public administration is unique solution of complex problems.

E-governance technology has been used and successfully functioned for a long time in many countries. For example, the Bulgarians can get a passport within 5-10 minutes, with the new IT-system, which combines the passport department, Internal affairs ministry, the police and criminal justice system. There is Internet portal, called «I decide today», by which citizens of Estonia can take part in the management of the state – to express their opinions on the current issues or to offer amendments to bills. This portal also allows users to vote. Singapore’s citizens can apply to the court by Internet portal. After introduction of e-governance, saving of state budget in Germany is evaluated at 350 million Euros annually. Functioning of the system of «electronic government» in South Korea allowed to save over 1 billion dollars for the state budget and reduce nine thousands employees the last 2 years. The general socio-economic impact of South Korea is estimated at 16 billion dollars.

It should be noticed that e-governance consists of three main modules:

G2G – government to government, which provides primarily circulation of electronic documents in governmental bodies;

G2B – government to business – provides the implementation of all transactions with the participation of state bodies (registration, licensing, contracting) across information-communication technologies;

G2C – government to citizens – informing the public about government activities, interactive communication between government and citizens, provision of administrative services to people through information-communication technologies.

There are several dynamic stages, through which governments will pass in the process of establishing of e-governance. This process begins with departments setting up their own web-sites to post information about themselves, services, opportunities and contacts for further help, and it develops till the complete integration and structural transformation of government departments.

Ukraine is on the 54th place according to e-governance development index published in the United Nations e-governance Report 2010. This index assesses the readiness and willingness of 184 countries to use the Internet and mobile technologies to perform governmental functions.

On the one hand implementation of e-governance in Ukraine is at the initial stage. And on the other hand Cabinet of Ministers of Ukraine has already adopted a «Concept of e-government in Ukraine», created a national center of e-governance, implemented many e-governance technologies in our country.

Dnipropetrovsk region occupies one of the leading positions in Ukraine in this process. There is regional information-communication network of local government bodies and executive power in our region. This network connects more than 300 villages, settlements and town councils. Regional Information Resource Center «Open Government» has been opened this year. This center allows to work with electronic and video appeals of citizens, gives permission for the principle of «single window», coordinates the work of 35 district resource centers.

Implementation of e-governance is a complex process that requires considerable material, intellectual and financial resources and requires solving complex legal, organizational and technological issues.

What will be the next steps of e-governance in Ukraine? As for me it should be:

- improvement of information infrastructure of e-government;
- improving public services which are provided on the base on IT-technologies;
- adoption of legal acts which establish a new framework of public services;
- using only paperless technology, rejecting of the parallel support by paper documents;

- creation of the motivation of e-governance development and using its opportunities;
- solution of problem of civil servants training at all levels.

Using the e-governance technologies will make the governmental bodies serve Ukrainian citizens.

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BUILDING A NEW SYSTEM OF PUBLIC ADMINISTRATION IN UKRAINE

У статті «Побудова нової системи державного управління в Україні» викладено декілька основних рекомендацій щодо створення нової системи державного управління в Україні.

Key words: public administration, administrative reforms, reforms.

It is known, in recent years a considerable number of works have appeared on the problem of the development of management and public administration in Ukraine.

The Western push for immediate and sweeping administrative reforms in independent Ukraine conveys little respect for the deeply embedded social patterned developed in the Soviet Union as the average Ukrainian attempted to survive. The experience of Ukraine in the transition from Soviet society to a market economy governed by a democratic constitution, with the aim of better understanding barriers to building a new system of public administration in Ukraine and arguing that efforts at transition must begin with an understanding of the current necessity environment and its impact on the realization of reform.

For the building through the lens of the Ukrainian experience, scientists use the term «false necessity» to describe those embedded and acquired patterns of thought which falsely prevent us from seeing beyond our current reality in order to work towards an alternative future, combined with the unwarranted acceptance of the Western model as the only possible means of transition.

The relationship between false necessity and transition is the key to understanding the Ukrainian experience and its current manifestation in the country's public organizations.

The underlying social assumptions in Ukraine are markedly different than those in the United States or Western Europe, yet there is a significant international pressure to adopt Western methodologies and practices that require significant underlying social support for their success and are presented as though they are the only available path towards democracy.

The sets of institutions which have served as the foundation for public administration and civic relationships in the United States, and as a consequence have fostered the notion of democratic public management as a social, cultural, political, and economic phenomena, have not yet developed in Ukraine and would likely develop differently than in the West given the country's unique history.

It is particularly interesting that nowadays even in newly «privatized» enterprises and small businesses, all social relationships are structured around labor collectives. Life in Ukraine is still influenced by the labor collective necessity. Being unable to recognize and map out this reality, people are bound and forced to live with and reproduce these «false necessities» – not just within public administration, but the whole system of life.

Ukraine has produced a shadow world in which one can reconcile these conflicting necessities. Thus, there is not only a shadow economy, but also a shadow political reality which applies the embedded necessities of the labor collective and production necessity to the acquired necessity of democratic governance.

The shadow political environment which characterizes post-Soviet transitional society in Ukraine still relies on the power relationships of its labor collectives, which are still employed and used – with more than 70 percent of privatized industries still built around «administrative axes» or lines where «administrative tools» and resources are controlled. One's quality of life is not dependent upon their formal salary, but upon their informal activity within the shadow political environment.

In other words, these political-economic relationships feature a transmission of power between different administrative structures and agencies. In such a context one's social, political, and economic status and situation remains dependent on his/her place inside these administrative structures and flows of power; what can be controlled, traded, or earned from this particular agency and position. Life depends on one's place in this invisible administrative skeleton. This is reflected in everyday broadcasting of television channels as well. People attempt to be as close as possible to major power representatives. Such relationships are also reflected in election preferences – votes will be located according to demonstrated symbols of power flows and those who represent its concentration.

Reform efforts in Ukraine must recognize the existence of unique necessities which dominate one's relationship with the state and falsely prevent one from seeing any other reality as possible.

The bulk of varying, and still uncoordinated, activities under the framework of building «professional public governance and administration» and «professionalized public policy» may continue to play a central role in the design and construction of a new Ukrainian state and society.

Different forms of «necessities» and those factors that are taken for granted, and inaccessible to analysis may further lead or blind institutional evolution and development of Ukrainian society. From this point of view, the reform must be centered for investigation and determination of those hidden (embedded) necessities and «false needs» (absolute necessities) which bind the nation to a non-deliberate path toward evolution.

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BESONDERHEITEN DER RENTENVERSICHERUNG IN DEUTSCHLAND

У статті «Особливості пенсійного забезпечення Німеччини» розглянуто структуру пенсійного забезпечення та особливості здійснення пенсійного страхування в Німеччині.

Schlüsselwörter: Altersversicherung, Rentenversicherung, Lebensversicherung, Erwerbsminderungsrente, Hinterbliebenenrente, Generationenvertrag, betriebliche Altersvorsorge, Rentenaltersgrenze, Basisversorgung, Zusatzversorgung, Kapitalanlageprodukte, Riester-Rente, Rürup-Rente.

Ob selbständig oder angestellt, eines bleibt für alle gleich: Man wird älter und ist irgendwann von der Altersvorsorge abhängig. Jeder vierte Selbständige nimmt die Vorsorgeplanung auf die leichte Schulter – was sich im Alter rächen kann.

Millionär zu werden ist gar nicht so schwer: Wer als Baby täglich 2,10 Euro zu sieben Prozent anlegt, ist nach 65 Jahren und Einzahlungen von knapp 50 000 Euro am Ziel. Ein Effekt des Zinseszinses. Schon für einen 50-Jährigen ist die Million fast unerreichbar: Über 100 Euro pro Tag sind vonnöten.

Zum Glück brauchen nur wenige Bundesbürger eine Million, um im Alter finanziell abgesichert zu sein. Als Versorgungsziel können 90 Prozent des letzten Nettoeinkommens angenommen werden; das entspricht etwa 70 Prozent des Bruttoeinkommens. Denn die Erfahrung zeigt, dass der finanzielle Bedarf im Alter nur wenig geringer ausfällt als während des Berufslebens.

Wann entsteht der Anspruch auf eine Altersrente? Die Regelaltersrente kann mit Vollendung des 65. Lebensjahres beansprucht werden. Voraussetzung dafür ist, neben dem Alter, dass eine Wartezeit von 5 Jahren erfüllt wurde. Das Alter von 65 Jahren ist somit in Deutschland das Regelrenteneintrittsalter. Nur wenige Arbeitnehmer sind jedoch bis 65 beruflich aktiv. Das tatsächliche Renteneintrittsalter liegt somit wesentlich unter 65.

Die Altersrente für Frauen kann von Frauen beantragt werden, die vor dem 1. Januar 1952 geboren sind, das 60. Lebensjahr vollendet, eine Wartezeit von 15 Jahren erfüllt und nach Vollendung des 40. Lebensjahres mehr als 10 Jahre Pflichtbeiträge für eine versicherte Beschäftigung oder Tätigkeit zurückgelegt haben. Die Altersgrenze wird seit dem Jahr 2000 abhängig vom Geburtsdatum schrittweise auf das 65. Lebensjahr angehoben. Frauen können,

wenn sie es wünschen, dennoch mit 60 in Rente gehen, müssen dann jedoch für den vorzeitigen Renteneintritt Abschläge in Kauf nehmen.

Das Renteneintrittsalter soll bis spätestens 2035 auf 67 Jahre angehoben werden.

Geburtsjahr	Renteneintritt	Eintrittsalter
1946	2011	65
1947	2012	65 + 1 Monat
1948	2013	65 + 2 Monate
1949	2014	65 + 3 Monate
1950	2015	65 + 4 Monate
1951	2016	65 + 5 Monate
1952	2017	65 + 6 Monate
1953	2018	65 + 7 Monate
1954	2019	65 + 8 Monate
1955	2020	65 + 9 Monate
1956	2021	65 + 10 Monate
1957	2022	65 + 11 Monate
1958	2023	66
1959	2024	66 + 2 Monate
1960	2025	66 + 4 Monate
1961	2026	66 + 6 Monate
1962	2027	66 + 8 Monate
1963	2028	66 + 10 Monate
1964	2029	67

Der Anspruch auf die Altersrente beginnt am ersten Tag des Monats, welcher der Erreichung des ordentlichen Rentenalters folgt. Er erlischt erst am Ende des Monats, in dem die rentenberechtigte Person stirbt.

Das Rentensystem in Deutschland ist ein System aus mehreren Bausteinen. Dies kann so dargestellt werden.

DIE ALTERSVORSORGE IN DEUTSCHLAND					
Basisversorgung		**Zusatzversorgung**		**Kapitalanlageprodukte**	
Gesetzliche Rente	Rürup –Rente	Betriebliche Altersversorgung	Riester-Rente	Private Rentenversicherung	Lebensversicherung

Der wichtigste Baustein für Angestellte ist die gesetzliche Rente. Jeder Sozialversicherungspflichtige muss dort gemeinsam mit dem Arbeitgeber Monat für Monat einen festen Teil seines Bruttolohns an den Rentenversicherungsträger überweisen. Dafür erhält er später eine lebenslange gesetzliche Altersrente.

Das Prinzip der gesetzlichen Rentenversicherung hat seine Grundlage im sogenannten *Generationenvertrag.* Dieser sieht vor, dass die einzahlenden Arbeitnehmer mit ihren Beiträgen nicht ihre eigene Rente finanzieren sondern die der aktuellen Rentner. Zugleich bauen Arbeitnehmer, die in die gesetzliche Rentenkasse einzahlen einen eigenen Rentenanspruch auf.

Die gesetzliche Rente teilt sich in drei Bereiche auf, die durch sie abgesichert sind.

· Die Altersrente ist die typische Rente, die ein Arbeitnehmer erhält, wenn er das Rentenalter erreicht hat.

· Die Erwerbsminderungsrente erhält ein Versicherungsnehmer, wenn er Erwerbsunfähig geworden ist.

· Die Hinterbliebenenrente steht den Hinterbliebenen eines Versicherungsnehmers zu, wenn dieser verstorben ist (Witwenrente, Waisenrente).

Die Rürup-Rente ist eine neue Form der privaten Altersvorsorge mit attraktiver steuerlicher Förderung. Die Rürup-rente, die auch als Basisrente bezeichnet wird, wurde für Selbstständige und Freiberufler konzipiert. Für Angestellte und Beamte mit hoher Steuerlast eignet sich diese Form der Altersvorsorge aber ebenfalls. Eingeführt wurde die Rürup-Rente zum 01.01.2005. Diese Rentenzahlung ist nicht beleihbar, vererbbar, veräußerbar, übertragbar und kapitalisierbar. Im Jahr 2005 sind 60 Prozent der Beiträge steuerlich absetzbar. Bis 2025 steigt dieser Prozentsatz jährlich um zwei Prozent an. Im Jahre 2025 sind dann 100% der Beiträge steuerlich absetzbar Vorteile:

· Private Absicherung mit lebenslanger Rentengarantie.

· Speziell auf Ihre individuellen Bedürfnisse angepasst.

· Garantiert neutrale und unabhängige Anbieter.

Die betriebliche Altersversorgung ergänzt als zweite Säule des Alterssicherungssystems die gesetzliche Rente.

Bei der betrieblichen Altersvorsorge unterscheidet man 5 verschiedene Anlageformen (Nur erste 3 davon werden vom Staat gefördert.):

- Pensionskassen oder Rentenkassen.
- Pensionsfonds oder Rentenfonds.
- Direktversicherungen.
- Direktzusagen oder Pensionszusage.
- Unterstützungskassen.

Riester-Rente ist eine private Altersvorsorge auf freiwilliger Basis. Sie wurde im Rahmen der Rentenreform vom Januar 2002 beschlossen. Berechtigt

zum Abschluss ist jeder, der gesetzlich rentenversichert ist. Beamte können diese Form der Altersvorsorge ebenfalls in Anspruch nehmen.

Vorteile:

· Garantierte lebenslange monatliche Rente.

· Rente mit bis zu 70% staatlicher Förderung.

· Bis zu 30% Sonderauszahlung bei Rentenbeginn.

· Neutral und unabhängig.

Besonderer Vorteil: der Staat fördert durch jährliche Zulagen und Steuervorteile.

Die private Rentenversicherung eignet sich grundsätzlich für jeden. Schließlich können Sie selbst entscheiden, ob Sie eine monatliche Rente oder die einmalige Auszahlung wollen. Diese Möglichkeiten bieten Riester- und Rürup-Produkte nicht.

Vorteile:

· Verlässlichkeit.

· Einmalzahlung oder.

· eine Leibrente (bei Letzterem erhalten Sie jeden Monat eine Überweisung – auch wenn Sie 100 Jahre alt werden!).

· ein garantierter Mindestzinssatz von 2,5 Prozent.

· Beteiligung an Überschüssen (Rendite von 3 bis 4 Prozent).

· im Alter nur zu 18 Prozent versteuert – egal, wie hoch die weiteren Einkünfte sind.

Lebensversicherung. Je nach aktuellem und geplantem Familien- und Berufsstand kommen unterschiedliche Lebensversicherungen infrage.

Grundsätzlich müssen Sie bei Lebensversicherungen zwischen zwei Formen unterscheiden:

· Risiko Lebensversicherung.

· Kapital LebensversicherungBei Lebensversicherungen zahlen Sie monatlich ein und erhalten im.

Versicherungsfall einen vorher vereinbarten Betrag. Dieser wird durch Ihre Beiträge, eine garantierte Verzinsung und eine Überschussbeteiligung erreicht.

Während man mit einer privaten Rentenversicherung erst ab einem bestimmten Alter mit Zahlungen rechnen kann und das Geld im Todesfall des Versicherten nicht übertragbar ist, kann man mit der Lebensversicherung die Familie vor dem finanziellen Ruin schützen.

Die Altersvorsorge betrifft jeden und hat zur Absicht, im Alter eine ausreichende Rente zu erhalten. Nur wer sich frühzeitig mit dem Thema Ruhestand befasst, kann einen finanziell sorglosen Lebensabend genießen. Das Vorsorgesystem in Deutschland besteht traditionell aus mehreren Bausteinen, die sinnvoll miteinander kombiniert werden sollten.

Die durchschnittliche Lebenserwartung steigt jedes Jahr um 3 Monate - Kindern, die heute das Licht der Welt erblicken, wird eine durchschnittliche Lebenserwartung von 100 Jahren prognostiziert. Deutsche werden immer älter! Dies bedeutet aber neben mehr Lebenszeit, auch, dass die Rentenkasse länger für jeden einzelnen leisten muss und gleichzeitig die Zahl der Rentner ansteigt. Im gleichen Atemzug werden aber auch immer weniger Kinder geboren. Die Geburtenrate in Deutschland ist schon längere Zeit rückläufig, was in den nächsten Jahren eine dramatische Reduktion der Einwohnerzahl - trotz Zuwanderung - sowie eine Älterwerden der Bevölkerung bewirken wird. Dies hat letztendlich zur Folge, dass immer weniger Beitragszahler, immer mehr Rentner versorgen müssen. Auf Grund dieser Entwicklung wird die gesetzliche Rente nur noch eine Minimalversorgung leisten können, den Löwenanteil muss jeder einzelne rechtzeitig privat ansparen, um im Alter nicht im Regen zu stehen.

Im gesetzlichen Rentensystem gibt es immer mehr Rentner, die sich auf eine gleichbleibende bzw. sinkende Zahl von Beitragszahlern verteilen. Aufgrund des demographischen Wandels reicht die gesetzliche Rente für einen sorgenfreien Ruhestand nicht mehr aus. Gründe für eine geringere gesetzliche Versorgung sind: kürzere Arbeitszeiten, Geburtenrückgang, gestiegene Lebenserwartung, Zeiten mit Arbeitslosigkeit. Also, hier kann man über eine *steigende Alterspyramide* sprechen. Aufschlussreich ist auch die Entwicklung des so genannten Altenquotienten, der das Verhältnis der 65-Jährigen und älteren zu den 15- bis 64-Jährigen darstellt. Damit gibt dieser Aufschluss über das Verhältnis von potenziell erwerbsfähiger Bevölkerung zu den potenziellen Rentnern. Dieser Quotient liegt zurzeit bei rund 28,5 %, d.h. auf 100 Personen in der Altersgruppe 15-64, kommen im Schnitt 28,5 Personen über 65. Bis 2015 weist dieser Quotient nur einen vergleichsweise moderaten Anstieg aus. Die relativ geburtenschwachen Kriegs- und Nachkriegsjahre sind die Ursache dafür. Erst Mitte der fünfziger Jahre des letzten Jahrhunderts begann die Zahl der Geburten wieder spürbar anzusteigen. Der Jahrgang 1955 erreicht 2020 das Alter von 65 Jahren. In den Jahren von 2020 bis 2035 erreichen dann die geburtenstarken Jahrgänge das Alter 65 und der Altenquotient verschlechtert sich stetig auf knapp 49 % im Jahr 2035. 100 jüngeren Bürgern stehen dann fast 50 Rentner gegenüber, 1957 – als unser heutiges Rentensystem eingeführt wurde – waren es nur 17.

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CHANCEN FÜR DEUTSCHE ARBEITLOSE IM FREIWILLIGEN ENGAGEMENT

У статті «Шанси безробітних Німеччини у добровільному їх залученні до трудової діяльності» розглянуто зміни в структурі німецького ринку праці, основні аспекти добровільного залучення безробітних до трудової діяльності та можливості, які вони отримають.

Schlüsselwörter: Erwerbsarbeit, freiwilliges Engagement, Arbeit³lose, Arbeitsmarkt, integratives Potenzial, sinkende Arbeitslosenquoten, Langzeitarbeitslose, Chancen, Nonprofit-Sektor, erheblicher Ressourcenaufwand, Unterstützungsbedarf.

Die Erwerbsarbeit verliert infolge des Strukturwandels ihr gesellschaftsintegrierendes Alleinstellungsmerkmal. Die integrativen Potenziale des freiwilligen gesellschaftlichen Engagements werden derzeit noch unterschätzt.

Die durch die Bundesagentur für Arbeit veröffentlichten Arbeitsmarktdaten weisen auf sinkende Arbeitslosenquoten in Deutschland hin. Arbeitslose zeigen auch die Bereitschaft zu freiwilligem Engagement, worüber ebenfalls eine bedeutende gesellschaftliche Leistung erzielbar wäre. In diesem Beitrag werden Entwicklungstrends am Arbeitsmarkt sowie im Nonprofit-Sektor vorgestellt und die gesellschaftliche Integrationsfähigkeit Arbeitsloser über verschiedene Handlungsalternativen betrachtet.

Vielfältigen empirischen Befunden zufolge sehen sich insbesondere Langzeitarbeitslose auf der Verliererseite der Gesellschaft. Sie haben generell viel Vertrauen in die Gesellschaft verloren, ziehen sich in die Isolation zurück und zeigen sich politisch desinteressiert. Eine Tendenz zur gesellschaftlichen Exklusion Langzeitarbeitsloser macht sich bemerkbar. Die Parallelen zwischen den Erfahrungsmerkmalen der Erwerbsarbeit und des freiwilligen Engagements eröffnen Chancen einer gesellschaftlichen Integration Arbeitsloser – auch außerhalb der Erwerbsarbeit -, die bisher vernachlässigt worden sind. Es bedarf jedoch einer gezielten «Zuwendungsstrategie», sofern Arbeitslosen ein nachhaltiger Zugang zum freiwilligen Engagement eröffnet werden soll. Viele Menschen, die ihren Arbeitsplatz verloren haben und unter den damit einhergehenden psychischen Belastungen leiden, haben in der Regel noch keine Erfahrungen im Bereich des freiwilligen Engagements gemacht. Diese Personen bedürfen zur Aufnahme ihrer ersten Freiwilligentätigkeit der gezielten

«Zuwendung», die konkret einen Abhol-, Begleitungs- und Nachhaltigkeitsprozess innerhalb der Organisationen des Nonprofit-Sektors voraussetzt.

Ein «Abholprozess» lässt sich in der Praxis jedoch nur in Ausnahmefällen vorfinden. Organisationen, in denen Arbeitslose bewusst als Zielgruppe in die Öffentlichkeitsarbeit einbezogen werden, nehmen in der Regel an einem öffentlich geförderten Programm teil, dessen Auftrag speziell auf die Einbeziehung benachteiligter Bevölkerungsgruppen ausgerichtet ist. Hier zeigt sich noch allgemeiner Handlungsbedarf.

Zu den Rahmenbedingungen eines «Begleitungsprozesses» gehört die Verfügbarkeit von Koordinatoren für die fachliche Einarbeitung der neuen Freiwilligen und von Ansprechpartnern für den Fall, dass sich Schwierigkeiten ergeben. Von hoher Bedeutung sind auch die Etablierung einer Anerkennungskultur, die Definition von Mitbestimmungsrechten, die Organisation von Qualifizierungsmöglichkeiten, ein Versicherungsschutz sowie, je nach Bedarf, eine materielle Aufwandsentschädigung. Mit «Nachhaltigkeitsprozess» ist die Begleitung ehemals arbeitsloser Freiwilliger auch nach der (Wieder-)Aufnahme einer Erwerbstätigkeit gemeint, mit dem Ziel, einen Engagementabbruch zu verhindern. Personen mit erhöhtem Risiko, wiederholt erwerbslos zu werden, sollten ihr Kompetenz-Engagement in einem reduzierten zeitlichen Umfang weiterführen können. Ein komplementäres Verhältnis von Erwerbsarbeit und Engagement hat nicht nur individuelle, sondern auch gesamtgesellschaftliche Vorteile. Die Etablierung der erforderlichen Prozesse bedeutet für die Organisationen des Nonprofit-Sektors allerdings einen erheblichen Ressourcenaufwand sowie Unterstützungsbedarf auf Länder- und Bundesebene.

Fördermittel zur Integration Arbeitsloser fließen derzeit vonseiten der Bundesregierung in das Modellprojekt Bürgerarbeit. 197 Jobcenter beteiligen sich an diesem vierstufigen Konzept. Hartz-IV-Empfänger, denen nach der sechsmonatigen Aktivierungsphase der ersten drei Stufen die Integration in den ersten Arbeitsmarkt nicht gelingt, werden in der vierten Stufe zur Bürgerarbeit verpflichtet. Was sich wie eine Freiwilligentätigkeit anhört, stellt sich als sozialversicherungspflichtige Beschäftigung im gemeinnützigen Bereich heraus, die zwischen 20 und 30 Wochenstunden umfasst und mit 720 bis 1080 Euro vergütet wird. Nach Abzug von Steuern und Sozialversicherungsbeiträgen verbleibt den Beschäftigten nicht mehr, als sie als Hartz-IV-Regelsatz einschließlich Unterhaltskosten erhalten hätten. Bei Pflichtverletzung drohen den Bürgerarbeitern allerdings Sanktionen, die von Leistungskürzungen bis zum gänzlichen Wegfall des Arbeitslosengeldes führen können.

Mit dem Konzept der Bürgerarbeit wird für Langzeitarbeitslose die Integration in den ersten Arbeitsmarkt nicht mehr um jeden Preis verfolgt. Während Qualifizierungsmaßnahmen nur in den drei vorhergehenden Stufen vorgesehen sind, beinhaltet die vierte Stufe ein begleitendes Coaching, welches

Problemlösungsangebote am jeweiligen Bürgerarbeitsplatz vorsieht. Die Übergänge aus der Bürgerarbeit in eine reguläre Beschäftigung am ersten Arbeitsmarkt sind entsprechend gering. Da Bürgerarbeit für einen befristeten Zeitraum von drei Jahren finanziert wird und durch dieses Förderinstrument keine neuen Ansprüche auf Arbeitslosengeld I erwerbbar sind, werden Bürgerarbeiter danach erneut zu Hartz-IV-Empfängern. Dieser wiederholte Statuswechsel in Hartz-IV wirkt sich nachteilig auf die weitere Motivation, das Selbstwertgefühl und die nachhaltige gesellschaftliche Integration Langzeitarbeitsloser aus.

Der Deutsche Gewerkschaftsbund bezeichnet Bürgerarbeit als «Niedriglohnarbeit» und steht dem Konzept aufgrund seines sanktionsbegleiteten Verpflichtungscharakters kritisch gegenüber. Der Deutsche Städte- und Gemeindebund dagegen befürwortet die flächendeckende Einführung der Bürgerarbeit. Die strukturelle Unterfinanzierung der Kommunen, der geplante Wegfall des Zivildienstes und die vermehrt übertragenen Soziallasten durch Bund und Länder gefährden die kommunale Handlungsfähigkeit der Städte und Gemeinden, so dass soziale, infrastrukturelle sowie kulturelle Aufgaben nicht mehr zufriedenstellend wahrgenommen werden.

Gerade vor diesem Hintergrund besteht die Gefahr, dass Bürgerarbeit zur Teillösung dieser angespannten kommunalpolitischen Problemlage instrumentalisiert wird. Bei der Auswahl der Bürgerarbeitsplätze sollen zwar die Jobcenter mit den Kommunen und den Unternehmen vor Ort gemeinsam definieren, welche Art von Arbeit «zusätzlich» ist und im öffentlichen Interesse liegt. Die Erfüllung dieses Anspruchs impliziert jedoch die Wahrnehmung von Ermessensspielräumen, was angesichts der oben geschilderten Lage das Risiko einer Aushöhlung des eigentlichen Konzeptes der Bürgerarbeit bei dessen praktischer Umsetzung in sich birgt. Dabei droht sowohl die Verdrängung regulärer Arbeitsplätze und originärer Engagementfelder als auch eine ungewollte Ausnutzung der misslichen Lage Langzeitarbeitsloser.

Einen ganz anderen Ansatz verfolgte das vom Bundesfamilienministerium (BMFSFJ) geförderte Modellprogramm «Generationsübergreifende Freiwilligendienste» (GÜF). Die Strukturen des dazugehörigen Projektes in Sachsen – organisiert durch die Paritätischen Freiwilligendienste Sachsen – wurden mit dem Ziel etabliert, insbesondere den Bedürfnissen Langzeitarbeitsloser zu entsprechen, mit dem Ergebnis, dass unter den Freiwilligen über 80 Prozent Langzeitarbeitslose engagiert waren.

Diese Art von Freiwilligendiensten ermöglichen insbesondere den Erwerb sozialer, personaler und instrumenteller Kompetenzen und sind durch die folgenden fünf Merkmale geprägt: vereinbarter Zeitumfang, gewährleistete Qualifizierungs- und Partizipationsmöglichkeiten, Verbindlichkeit für die Beteiligten sowie Passfähigkeit zwischen den Freiwilligen und deren Tätigkeit. Obwohl die Freiwilligen insgesamt gesehen durchschnittlich einen hohen

Bildungsgrad aufweisen, ist es aufgrund der Merkmale des GÜF-Programms auch gelungen, Menschen mit niedrigem Bildungsabschluss den Zugang zu ermöglichen. Der Anteil der geringer Qualifizierten war in der Gruppe der Arbeitslosen deutlich höher als bei den übrigen Freiwilligen. Beachtlich ist, dass 46 Prozent von ihnen über ihren Freiwilligendienst einen Weg zurück ins Erwerbsleben fanden.

Aufgrund seines empirisch nachgewiesenen Erfolgs wird das Modell des GÜF im erweiterten Programm «Freiwilligendienste aller Generationen» (FDaG) bundesweit fortgeführt. Diese Engagementform wird ebenfalls durch das BMFSFJ gefördert und ist seit 2009 gesetzlich verankert. Neu ist die verstärkte Fokussierung auf die kommunale Ebene, denn die Erschließung neuer Engagementfelder soll sich in enger Kooperation mit den Kommunen und den regionalen Unternehmen vollziehen. Mit der Etablierung der Bürgerarbeit ab 2011 sind Kommunen und Unternehmen jedoch auch aufgefordert, Bürgerarbeitsplätze mit gemeinnützigem Charakter zu definieren. Langzeitarbeitslose haben demzufolge nicht mehr die Freiheit, eine Freiwilligentätigkeit nach dem FDaG-Modell zu wählen, sondern werden in ihrer Kommune zur Bürgerarbeit verpflichtet. Hier stellt sich die Frage, ob solch ein Automatismus Integrationschancen nicht eher verhindert als fördert.

Dass sich Arbeitslose bisher so zahlreich für einen Freiwilligendienst entschieden haben, liegt an seinem spezifischen Strukturrahmen. Freiwilliges Engagement kann seine integrierende Wirkung in Bezug auf die Gruppe Arbeitsloser vor allem dann nachhaltig entfalten, wenn dabei auf eine Abgrenzung zu den sanktionsgebundenen Maßnahmen der Arbeitsagenturen und auf die unbedingte Einhaltung des Freiwilligkeitsprinzips geachtet wird.

Das Projekt «Dritte Chance» der Freiwilligenagentur Nordharzregion in Sachsen-Anhalt sowie die Vorgehensweise des Freiwilligenzentrums Offenbach während seiner aktiven Einbeziehung im Programm «Chance 50plus» dienen als weitere Beispiele für eine Umsetzung der beschriebenen Zuwendungsstrategie, die Einhaltung des Freiwilligkeitsprinzips sowie für die Erzielung eines hohen Anteils an Arbeitslosen unter den Freiwilligen. In beiden Praxisbeispielen können erfolgreiche Übergänge arbeitsloser Freiwilliger in den regulären Arbeitsmarkt nachgewiesen werden.

Bei der Begegnung der Herausforderung einer gesellschaftlichen Integration Arbeitsloser wurde den Potenzialen der Bürgergesellschaft bisher wenig Vertrauen geschenkt, denn die Akteure der Zivilgesellschaft wurden bei der Etablierung des Konzeptes Bürgerarbeit bisher übergangen. Während ein sektorenübergreifender Aushandlungsprozess noch aussteht, werden an dieser Stelle einige diskussionsleitende Vorschläge unterbreitet:

· Langzeitarbeitslose sollten die freie Wahl haben, eine Beschäftigung nach dem Modell der Bürgerarbeit auszuüben oder eine zivilgesellschaftliche Tätigkeit aufzunehmen – in Abhängigkeit vom jeweiligen regionalen Angebotsspektrum. Auch Bürgerarbeit zeigt vorteilhafte Aspekte, wie

Befragungen der Bürgerarbeiter in den bisherigen Modellstandorten zeigen. Entwürdigend wirken jedoch die sanktionsbehaftete Verpflichtung und die zeitliche Befristung des Konzepts.

· Zur Stärkung einer Leistungsgesellschaft mit solidarischem Charakter bedarf es mehr Anreiz- und Motivationsmechanismen. So sind die jeweiligen Strukturen der unterschiedlichen Konzepte zwar individuell gestaltbar, müssten jedoch auf die Bedürfnisse der Zielgruppe Langzeitarbeitsloser ausgerichtet werden. Hier zeigt sich auch Handlungsbedarf innerhalb der Bürgergesellschaft, denn die generelle Unterrepräsentanz Arbeitsloser ist auf die ungenügende Umsetzung der erforderlichen Zuwendungsstrategien zurückzuführen.

· Sowohl Bürgerarbeit als auch die Freiwilligentätigkeiten sollten zeitlich unbefristet angeboten werden können. Erzwungene Abbrüche beeinträchtigen die nachhaltigen Inklusionschancen derjenigen Personen, die sich bereits aus dem regulären Arbeitsmarkt als ausgeschlossen betrachten. Bei unvermeidbaren Unterbrechungen sollten entsprechende Begleitungsprozesse etabliert werden.

· Sowohl die Organisationen des Nonprofit-Sektors als auch die Kommunen als die konkreten Orte, an denen die erläuterten Konzepte umgesetzt werden, leiden unter eklatantem Ressourcenmangel und bedürfen unterstützender Fördermittel. Hier wäre verstärkte ressortübergreifende Zusammenarbeit wünschenswert. Vertreter der Arbeitsmarktpolitik sind von den nachhaltigen positiven Effekten eines Kompetenz-Engagements Arbeitsloser noch zu überzeugen, damit Ressourcen der aktiven Arbeitsmarktpolitik auch zur Etablierung der notwendigen Engagement-Infrastruktur eingesetzt werden können.

Die Erwerbsarbeit verliert angesichts ihres Strukturwandels ihr gesellschaftsintegrierendes Alleinstellungsmerkmal. Kompetenz-Engagement hat das Potenzial zur Förderung des sozialen Zusammenhalts einer Gesellschaft sowie zur Generierung von Synergievorteilen im Hinblick auf die ökonomische Entwicklung und politische Partizipation, sofern die dafür notwendigen Strukturbedingungen etabliert werden. Der Sozialstaat der Zukunft wird immer stärker geprägt sein durch einen neuen Wohlfahrtspluralismus. Damit die Bürgergesellschaft ihre effiziente Wirkungsweise darin entfalten kann, sind die Konkretisierung und die Umsetzung der am 6. Oktober 2010 im Bundeskabinett beschlossenen «Nationalen Engagementstrategie» sowie die Inkraftsetzung eines Engagementfördergesetzes unerlässlich.

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SCHULBILDUNGSREFORM IN DEUTSCHLAND

У статті «Реформування системи шкільної освіти в Німеччині» розглянуто основні проблеми, причини та шляхи їх вирішення в системі шкільної освіти в Німеччині; висвітлюються особливості нововведень на федеральному, земельному та комунальному рівнях.

Schlüsselwörter: Bildungsreform, Bildungsstandard, Lernkultur, Bildungseinrichtung, Ursachen und Lösungswege.

Im Artikel «Lösungswege der Schulbildungsprobleme in Deutschland» handelt es sich um Probleme der Schulbildung in Deutschland und deren Ursachen und Lösungswege. Dabei werden die Besonderheiten der Schulbildungsneuerung auf allen Ebenen untergesucht. Die auf diesem Gebiet gesammelte positive deutsche Erfahrung könnte in der Ukraine erfolgreich wahrgenommen werden.

Umfassende und konsequente Bildungsreformen werden in Deutschland durchgeführt. Im föderalen System Deutschlands sind die Länder für die Bildungspolitik zuständig. Dabei bleiben Vergleichbarkeit und gleitende Übergange zwischen den Systemen oft auf der Strecke. Der Kampf um Zuständigkeitsfragen ist der Bevölkerung nicht vermittelbar. Ohne bessere Abstimmung und Koordination zwischen den Ländern sowie zwischen Bund und Ländern sind dauerhafte Erfolge in der Bildungspolitik kaum vorstellbar. Bildungspolitik kann nicht für sich allein nach Lösungen suchen. Adäquate Lösungen werden nur durch die Vernetzung von sozial-, wirtschafts-, Familien- und bildungspolitischen Maßnahmen gefunden. Bildungspolitik muss auch aus Sicht der unmittelbar Betroffenen, aus Schüler-, Eltern- und Lehrersicht formuliert werden, um Akzeptanz zu finden.

Über 90 Prozent der 3- bis 6-Jährigen besuchen Kindertageseinrichtungen; für die unter 3-Jährigen stehen dagegen nicht genügend Plätze zur Verfügung. Bis 2013 sollen nun 35% der Kinder unter drei in einer Tageseinrichtung oder in

Kindertagespflege betreut werden. Diesen Kindertageseinrichtungen fallen pädagogische Aufgaben zu, die weit über reine Betreuung hinausgehen: Erziehung, frühkindliche Bildung, der Erwerb sozialer Kompetenzen und die individuelle Förderung für Kinder aus sozial schwachen Familien.

In jedem Land der Welt sind materielle und immaterielle Ressourcen unterschiedlich verteilt.

In Deutschland haben Kinder aus der oberen Dienstklasse eine deutlich höhere Chance auf eine Gymnasialempfehlung als Kinder un- und angelernter Arbeiter. Das ist nicht nur ungerecht, sondern auch ökonomisch falsch: Deutschland kann auf das Potenzial dieser Kinder nicht verzichten.

Eine Ursache für diesen negativen Befund stellt das dreigliedrige Schulsystem mit seiner frühzeitigen Aufteilung der Schüler/innen auf unterschiedliche Schulformen dar.

Die Lösungswege für den Wechsel: ganztägige Bildungseinrichtungen, frühe individuelle Förderung sowie längeres gemeinsames Lernen, verbunden mit einer Reform des bisher dreigliedrigen Schulsystems.

Auch erfolgreiche Modellprojekte werden die vorhandenen Probleme ohne eine grundlegende Reform der Schulstrukturen nicht lösen.

Gemeinschaftsschule: Das Schulsystem muss sich ändern, weg von der Dreigliedrigkeit zu einer Schule für alle. Dabei muss jedoch den Ängsten vor einer völligen Aufhebung des Gymnasiums und dem daraus resultierenden Widerstand Rechnung getragen werden. Deshalb ist der nächste Schritt die Zusammenfassung der Haupt-, Real- und weiterer Schulen zu einer Schule neben dem Gymnasium.

Heterogenität ist produktiv: Dem starken Glauben, dass nur homogene Gruppen besonders leistungsstark sind, muss entgegengewirkt werden. Die internationalen Vergleichsstudien zeigen, dass in heterogenen Gruppen mit unterschiedlichem Kompetenzniveau alle Schülergruppen, die starken wie die schwächeren, enormen Leistungssteigerungen erreichen.

Individuelle Förderung ist nicht defizitorientiert („Sitzenbleiben verhindern»), sondern bedeutet die Entwicklung von individuellen Arbeitsplänen für jeden Schüler unter Berücksichtigung von Lerntempo, Bedürfnissen und Fähigkeiten.

Schulen und Lehrer müssen Verantwortung für Schüler übernehmen.

Der erforderliche Mentalitätswechsel in der Bildungspolitik muss bei der Lernkultur beginnen. Lehrerinnen und Lehrer sind weit mehr als Wissensvermittler. Sie sollen das Kind zum Lernen motivieren und durch ein Klima der Anerkennung jedem Einzelnen das Gefühl geben, etwas erreichen zu können.

Eine Reform der Lehrerausbildung ist der Schlüssel für Veränderungen in der Lernkultur. Didaktik und Pädagogik verdienen dabei einen höheren Stellenwert. Zur Vermittlung moderner Unterrichtskonzepte gehört das Lernen mit neuen Medien. Elternmitarbeit soll ermöglicht und attraktiv gemacht werden.

Lernorientierung: Lernen in größeren zusammenhängenden Blöcken, bei dem sich Frontalunterricht in kleinen Klassen mit Team - und Projektarbeit abwechselt, ist wesentlich effektiver als der in Deutschland üblicher fragend entwickelnde Unterricht. Jugendliche müssen dabei Anerkennung erfahren, um Vertrauen in die eigenen kognitiven Fähigkeiten entwickeln zu können.

Der Schulkanon muss abgespeckt werden.

Mit der Einführung nationaler Bildungsstandards 2003 und 2004 hat die KMK einen Wechsel von der in Deutschland traditionellen input - zur international üblichen outputorientierten Steuerung des Schulwesens eingeleitet. Statt durch detaillierte Regelungen den Unterricht zu steuern, werden mit den Bildungsstandards Zielvorgaben gesetzt, die es zu erreichen gilt.

Abstimmung und Kontinuität: Die Bildungsstandards müssen flächendeckend und einheitlich umgesetzt werden.

Schulen brauchen mehr Autonomie. Zentrale Vorgaben wie Bildungsstandards können nur dann zu einem Instrument schulischer Qualitätsentwicklung werden, wenn Schulen mehr Freiheit bei der Gestaltung des Schulalltags erhalten und ein eigenes Profil entwickeln.

Information und Fortbildung: In der Praxis haben sich die nationalen Bildungsstandards auch deshalb noch nicht durchgesetzt, weil Lehrer/innen nicht um ihre pädagogischen Möglichkeiten wissen.

Deutschland investiert zu wenig in Bildung. Ein eklatanter Widerspruch zwischen öffentlicher Rhetorik und der faktischen Höhe der Bildungsausgaben wird deutlich. Das im Januar 2009 verabschiedete Konjunkturpaket II schafft Abhilfe bei überfälligen Bauinvestitionen, jedoch nicht darüber hinaus. Nach den Beschlössen des Bildungsgipfels soll Deutschland bis 2015 10% des BIP in Bildung und Forschung investieren. Dies gilt auch und gerade in wirtschaftlich schlechten Zeiten, da wirtschaftliches Wachstum und gesellschaftlicher Wohlstand eng mit dem Qualifizierungsniveau der Bevölkerung verknüpft sind.

Im schulischen Bereich sollen demnach demographisch bedingte Minderausgaben für das Schulsystem verfügbar bleiben. Diese demographische Rendite kann für die Einrichtung von Ganztagsschulen, höhere Ausgaben für Lehr- und Lernmittel und verbesserte Arbeit mit der Gruppe der sog. Risikoschüler eingesetzt werden.

Das Bildungssystem muss früh ansetzen, für alle offen sein, Neugier wecken, den Lernenden (Kinder wie Erwachsene) in den Mittelpunkt stellen, Unterricht und Freizeit verbinden, für Qualität sorgen, Brücken zwischen den Schularten bauen und das Lernen lehren, auch lange über die Schulzeit hinaus. So wird ein jeder in die Lage versetzt, seine eigenen Möglichkeiten auszuschöpfen und sich in die Gesellschaft einzubringen. Politik, Wirtschaft und Gesellschaft müssen die Mittel für ein solches Bildungssystem bereitstellen.

Die Anwendung solcher Erfahrung in der Ukraine könnte zu bestimmten positiven Veränderungen im Bildungssystem führen.

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ТЕЗИ ДОПОВІДЕЙ НА СТУДЕНТСЬКІЙ НАУКОВО-ПРАКТИЧНІЙ КОНФЕРЕНЦІЇ «АКТУАЛЬНІ ПРОБЛЕМИ МЕНЕДЖМЕНТУ»

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HOW TO ENHANCE COMMUNICATION BETWEEN MANAGEMENT AND SUBORDINATES

Йдеться про важливість налагодження спілкування між керівництвом та виконавцями. З використанням сучасних технічних засобів є можливість покращення такого виду ділового спілкування та отримання плідних результатів в роботі компанії у вигляді добре виконаних завдань, сумісного вирішення виробничих проблем та забезпечення швидкого обміну інформацією між керівниками та робітниками.

Key words: communication, to increase inter-information flow, constantly exchanging contents, horizontal and vertical information flows, an open door communication system, software, local workplace computer network.

Communication is the exchange of messages using words, actions and symbols. Effective communication is accomplished when the sender accurately delivers the message and the receiver clearly understands the information delivered.

In the context of the workplace, information exchange has been revolutionized and now there are increased technological innovations with the digital edge. The need for management and employees to tighten up and increase inter-information flow has been expounded. Management and employees are constantly exchanging contents to achieve the set goals and objectives. There are information flows from management to the subordinates and from junior staff to management staff. Communication is carried out between departments, among subordinates and among the members of management teams. This kind of contents flow is grouped into two categories namely: the horizontal and vertical information flows. They are called the **channels of communication**. When information exchange concerns communication between management and the staff members, there is a procedural process which needs to be kept to, to effectively reach the contents of the message to the intended audience readers. In order to improve the communication process between management and employees the following rules should be observed:

1) **Adopt an open door communication system**

Management staff should promote an open door communication system to supply the employees with access to the manager’s office and to enable them to discuss issues that affect their duties performance in the workplace.

2) **Apply technological innovations in communication**

The digital edge is changing day-by-day and the technology which is applicable today may not be effective and efficient tomorrow. It means that organizations have to keep an eye on these changes. Software, which can be run online or downloaded and installed in a local workplace computer network have been developed and such equipment helps enhance the communication in the workplace.

3) **Develop information management**

To ensure that the communication system is strengthened, the information management system must be updated and targeted. For example, when presenting a purchase order from a client, or to produce goods within a relatively short time, you don’t need to use conventional forms of communication such as a memo to reach the respective department. It may take some time. On the other hand, telephoning the line manager to explain the contents of the message may lead to confusion, misinterpretation and misrepresentation of the contents. Therefore, it means that if a manager logs on to the Internet and sends a quick mail through the controlled and managed internal computer communication system, the contents may be delivered fast and in detail informs of the necessary actions to be taken.

To sum it up we would like to put emphasis on the fact that effective written communication is typically accurate, brief and clear. Besides, it is good practice to have copies of all business policies and information in one place which employees have access to. Employees can look up procedures, duties and contract terms at their convenience or when they need clarification.

Developed and clear communication lines may be very effective in promoting your business and reaching your business aims.

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EFFECTIVE COMMUNICATION BETWEEN MANAGEMENT AND EMPLOYEES

Обговорюється тема спілкування між керівництвом організаціїї та її робітниками. Приділяється увага питанню специфіки та функції спілкування між керівником та підлеглими Йдеться про те, що без добре

налагодженого зв’язку між цими двома сторонами виробничого процесу, організувати ефективну працю в організації не є можливим. Виділено важливі фактори налагодження спілкування між керівництвом та виконавцями.

Key words: communication, to increase inter-information flow, constantly exchanging contents, horizontal and vertical information flows, an open door communication system, software, local workplace computer network.

According to scholars, management is an official leadership position given to a person or persons that govern a team or group of people.

Management carries the responsibility of casting vision, communicating objectives and ensuring the needs of the employees and customers are met. Effective communication between management and employees is a vital element to creating a positive environment for people to work in. Effective management communication provides subordinates with the ability to trust leadership, have good understanding of what is expected from them. It also enables the subordinates to be sure that their results are estimated fairly by the superiors.

If we are considering **function of communication in management** we should say that the function of effective communication between management and employees is to inform, instruct and provide job direction. Mangers provide updates, new policies and other organizational information from top-down. They instruct employees through training and development, personal assessments and one-on-one interactions. Direction on the objectives of the department and the needed logistics and steps required to accomplish the tasks is delivered through effective managerial communication.

When communication breaks down between supervisors and subordinates, the business suffers. Tension increases, deadlines get missed and resentment builds between both parties. Hilary Beck, author of «Business Communication and Technologies in a Changing World,» explains that the role of a supervisor is to bridge the communication gap between managers and subordinates. Thus, supervisors must have strong communication skills to convey the management team’s expectations and objectives of the business to subordinates. Improving communication can be achieved in many ways.

There are two **types of such communication**:

Upward communication is when a subordinate sends a message to a leader. Examples of upward communication are filling out a feedback survey, providing an update to management about a projects progress and informing a manager in another department of changes made that will affect his department. *Downward communication* is when leadership, such as management, sends a message to subordinates. Downward communication can be a work performance assessment, a memo informing employees of a schedule change or a corporate meeting lead by the organization.

Communication between management and employees can take on different approaches and it depends on the type of management the organization keeps to. A **flat organizational management approach is much more democratic and** encourages employees to question, provide feedback and share their opinions with management. A **vertical leadership approach** is characteristic for bureaucratic set up and restricts employee communication with the expectation that employees listen to management instructions and follows them without any response.

Communication is a complex process which must is affected by the organization kind and organizational management type, its members and organization cultural expectations. What is considered effective communication for one manager, it may not be effective for another. It is true for the people who make up a department. Nevertheless, development of effective communication in organization takes time, trial and error. It takes time to learn the culture and standards of the organization and people.

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CUSTOMER RELATIONSHIP MANAGEMENT

Розглядається важливість використання підходу до клієнта як до партнера у сучасній комерційній діяльності. Підкреслюється необхідність налагодження відносин співробітництва та сприяння розвитку довгострокових двосторонніх взаємовигідних відносин між компанією та клієнтами.

Key words: customer-centric management, customer service, company-customer relationship, maintaining valuable relationship with prospects, customer service representatives, effective CRM strategy, opportunity to access self-service via the web.

Customer relationship management (CRM) is a way for businesses to interact with their customers, increase profits, and have better customer service. Customer Relationship Management can be very beneficial for business to be carried out properly. It is a very hot topic in businesses environment nowadays.

CRM is so popular because it is a way for businesses to interact with their customers, increase profits, and have better customers’ focused approach. There are several things that you need to know about CRM if you are in business.

What is CRM itself? CRM – Customer Relationship Management – is as much a business strategy as it is a software system. CRM systems are designed to help businesses deliver a consistent customer experience from the first marketing communication, through sales and customer service. An effective CRM system captures key customer data and enables an organization to use that data effectively at each stage of the company-customer relationship. As a business strategy, CRM means being customer-centric: focusing employees on building and maintaining valuable relationship with prospects and customers.

How can CRM be of any help for business people and companies? – Whether your business has one hundred customers or one million, there are two challenges that a CRM system can help solve: 1) How effectively does your organization treat each customer as an individual with his/her unique needs and expectations; and, 2) How do you make sense of hundreds of individual customers interactions between salespeople and customer service representatives to ensure that your business strategy is being well executed? To answer these questions let's consider some of the functional areas that are common to many businesses:

Marketing: How effective is your marketing? A good CRM strategy might be able to help you identify the right customers or prospects to target your next marketing campaign. It might even help you plan and execute the marketing efforts efficiently. But what happens after that? Your strategy also needs the support of a CRM system that ensures that the people who respond to your marketing efforts are connected with an effective sales experience.

Sales: What do best sales practices of your business look like? In many organizations, the sales process is as varied as the number of salespeople. For each company the sales process is «hit or miss» and depends largely on the sales managers' skills. A rigid sales process means that every prospect is treated the same and therefore such companies are probably losing sales prospects and their expectations don't fit the mould. An effective CRM strategy will translate your best salespeople's skills into *institutional knowledge*. Your CRM system should automate as much of the knowledge capture and sharing process as possible while supporting a flexible selling model to respond to the outliers.

Customer service: If we think of a business's initial marketing and sales efforts as the beginning of a customer- company relationship, then customer service is the nature of that relationship as it grows and matures. Businesses require a strategy for effective handling of customers' inquiries from the first request to the actual delivery of a service months or even years after a sale. Your CRM system should give your customer service personnel the tools they need to effectively deliver your customers' service expectations, and even provide your customers with the opportunity to access self-service via the web.

Management: With all of the right strategies and tools in place to initiate

and nurture customer-company relationship is only one thing to be done. Relationships are fluid and are constantly changing. An effective CRM strategy will anticipate the need for individual employees and managers to measure their effectiveness and quickly adapt to changing circumstances, whether in marketing communications, selling processes, or customer service. A CRM system designed to support this strategy will provide easy access to reports and analytics. It provides flexibility to change because the way data are viewed and processes are automated.

To sum it up, CRM is much more than simply a software system. It is a company strategy designed to help businesses deliver a consistent customer centric experience from the first marketing communication and establishes constant contact of the company with its customers for the benefit of the both sides.

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KNOWLEDGE MANAGEMENT

Йдеться про нову сферу діяльності в управлінні організацією таку, як управління знаннями. Управлінці знаннями це спеціалісти, які займаються системним процесом аналізу інформації та використанням цієї інформації з метою поліпшення процесу управління компанією, забезпечення її розвитку та підвищенню стандартів обслуговування клієнтів.

Key words: managing knowledge, explicit knowledge, implicit knowledge, cultural change, sharing culture both intra and inter-organization, a new occupation.

The fact is that three traditional factors of production – land, labor and capital – are relatively easier to handle in the 21st century. But there is a new fourth factor. Knowledge is at the heart of today's global economy. Therefore, *managing knowledge*, which is the driver of economic growth is vital for a company's success in today's knowledge economy.

First of all, we need to define the main terms *knowledge* and *knowledge management*. So in brief, knowledge is acquired through personal experience or the study of factual information. In turn, knowledge can be divided in 2 types: explicit and implicit knowledge.

Let us clarify the notions: *explicit knowledge* is recorded and available in various media like books, periodicals, letters, reports, memos, literature, etc; audio-visual material, CDs, films, videos, etc; or electronic formats like data, software, websites, etc.

Implicit (tacit) knowledge is invisible and, often, confined to the mind of a person. Such kind of knowledge is hard to codify and, therefore, difficult to communicate to others. The examples of this kind of management are intuition, individual understanding things etc.

Implicit (tacit) and explicit knowledge are heavily linked. While the explicit knowledge is just 10 % the implicit (tacit) knowledge is almost 90 %.

Talking about Knowledge Management, we can define it as *a systematic process that creates, captures, shares, and analyzes knowledge in the ways which directly improve performance*. It is about helping people communicate and share information.

Ultimately, Knowledge Management can be interpreted as *the ability to get the right information to the right people at the right time, and at the right place, so that an organization can be operated smoothly and efficiently*. Actually, introducing Knowledge Management is less a technology change than a cultural change. Tough, technology is a primary enabler of Knowledge Management practices.

Knowledge management has a lot of strengths and advantages for enterprises, which use it. But there are 4 essential issues as for successful implementation of KM initiatives:

1. The «What's in for me» syndrome. It is difficulty in quantifying the value of KM and KM (systems) investment.

2. The lack of a knowledge sharing culture both intra and inter-organizations.

3. Weak blending of KM initiatives to that of the benefits schemes. It means weak coordination of KM schemes and other directions of company's' performance.

4. What-is KM? What on earth is that? There is lack of understanding the KM notion itself.

Talking about situation in Ukraine with KM it's necessary to say that there is little information about KM at all. But recently a new occupation «Professionals in the field of information and information analysis» was added to the «Classification of Occupations of Ukraine».

This profession is one of the rarest and the most prestigious professions in the world, one of the first income level jobs in the world – the knowledge engineer or analyst, consultant, director of knowledge management (chief knowledge officer). Specialists of this field earn from 80 to 750 thousand dollars a year. For comparison, an average salary of lower in the USA is 77 thousand dollars a year.

To summarize, it is necessary to note that today KM is one of the most prospective and efficient kind of management which improves performance of enterprises. It has already been recognized by the most developed countries in the world such as the countries of the European Union, the USA, China and countries of South-East Asia. We hope to have growing number of such kind of specialists in Ukraine in the nearest future.

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DIFFERENT TYPES OF MANAGEMENT STYLES

Йдеться про базові стилі управління компанією. Розкривається сутність кожного стилю управління, його переваги та недоліки. Виділені характерні риси кожного стилю управління.

Key words: management styles, framework of decision making and action, peculiarities, advantages, paternalistic approach, distinguishing feature.

Management Styles are the fundamental cornerstones of your management skills. What is a management style? It is a unique collection of management qualities. These qualities combined, produce what is called a «flavor of behavior». A *management style* is thus a framework of decision making and action. Sometimes the term *management styles* may be substituted by the term *leadership styles*. But some scholars say that these two terms differ. They see *leadership styles* as frameworks for inspiring and leading others, and *management styles* as frameworks for making operational decisions and controlling resources.

But the idea of this article is to consider different management styles. In fact, there are several management styles. The definitions of management styles have been developed over many years. The key categories are defined by the scholars well known in the science of management such as Robert Tannenbaum and Warren Schmidt who developed the idea in their book «How to Develop a Leadership Pattern». According to them, there are 5 main types of management styles such as:

- Autocratic Management Style.
- Democratic Management Style.
- Bureaucratic Management Style.
- Paternalistic Management Style.
- Laissez-faire Management Style.

But we should note that there are several other types of management styles, but the abovementioned ones are the key styles. Let us consider the peculiarities of each of the management style mentioned.

Autocratic Management Style: The style is characterized by a top-down communication model. It means that information is passed from the senior management to junior manages and executives, because most decision is made at the top. This model was very popular many years ago. It was the «proper» way to conduct business 100 years ago. But nowadays, most managers have refused autocratic management style and have adopted a more paternalistic approach to management.

Democratic Management Style: As for democratic management style, it is adopted by many managers working in select industries. Democratic managers are, therefore, usually found in «clusters» within similar companies. This management style is all about full employee consultation and feedback. A democratic manager works with his subordinates as partners and relies on them in many issues. Subordinates (executives) have considerable say on the matter. Democratic management styles do not ensure employees get whatever they want, but they ensure that managers know exactly what their employees need before making important decisions.

Bureaucratic Management Style: The bureaucratic management style is an unpopular and very often understood as outdated but necessary management style, it is used in cultures were accountability and transparency is high. We should say that the risks of mal-practice are critical. Bureaucratic management involves designing and maintaining efficient processes and procedures designed to ensure quality output with minimal errors. Bureaucratic organizations that rely upon their decision-making systems are often costly and slower. But it can be more reliable and safeguarded against employee or manager abuse. Governmental organizations prefer bureaucratic management styles for this reason.

Paternalistic Management Style: Students are often taught that the distinguishing feature of paternalistic management style is that paternalistic managers care about their employees. We should say that it is misleading. Other managers do care about their employees, but the paternalistic management style strives to achieve a balance between top-down decision making, and maximizing the welfare needs of the employees. Paternalistic managers do therefore make decisions largely themselves. But their internal decision-making process takes into account personal needs of their workers as an important factor, and does not solely concentrate on the bottom line.

Laissez-faire Management Style: The key word describing the laissez-faire management style would be «delegation». Total delegation is at the heart of laissez-faire management. Laissez-faire literally means «let do». That is why many employees feel more motivated and commit more to projects, when they believe that they are in complete control and have responsibility. As an added benefit, the laissez-faire manager also gets a reduced workload. Naturally the problem is to monitor the subordinates' performance.

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BARRIERS TO COMMUNICATION

Розглядаються труднощі в налагодженні успішного спілкування у комерційній діяльності та обговорюються ті важливі деталі такого спілкування, які можуть стати на заваді.

Key words: business communication, obstacles in the way of communication, to communicate affectively, barriers to fruitful business communication, conventions of meaning, differences in perception of reality, values, attitudes, opinions.

There is a lot of information on business communication but the objective of this report is to inform of the problems which may arise and may become obstacles in the way of one's communication with colleagues and subordinates.

Each of us understands clearly what business communication means. It is the exchange of ideas, opinions and information through written or spoken words, symbols or actions.

In general terms, communication is an important part of our world today.

The ability to communicate affectively is considered to be a prized quality. But people in the world are not alike. The difference among them, however, can cause problems with successful communication, for instance, while sending and receiving messages. It may cause the hurdles in the way of communication and everything which blocks the meaning of communication becomes a barrier to fruitful business communication. There are some common barriers to fruitful business communication:

1. Conventions of meaning.
2. Differences in perception of reality.
3. Values, attitudes and opinions.

Let us consider each of them

1.Conventions of meaning

There are a lot of meanings for a single word. So, different enterpretation of the same word may mislead the reader of the message sent from the real meaning. Miscommunication may occur due to the use of 'Denotations' and 'Connotations'.

Each of us should be aware of the above mentioned notions.

Denotation is the dictionary definition of a word. It means name, object, people or events without indicating positive or negative qualities. These words don't have any special meaning but gives a general meaning of the word.

For example, such words as a car, a desk, a book, a house, etc.

Connotation separates the meanings of the word from its usual general meaning and gives the word some special meaning which is specific for the context it is used in or is widely used by some groups of people.

For example, such words as BMW, BC book, mental house etc.

Thus, the use of denotations instead of connotations may mislead the reader of the message or interlocutor. Therefore, in the business world one should choose connotations & denotations wisely.

2. Differences in perception of reality may become barriers to fruitful business communication as well:

Because of contemporary world quick changes, everyone has its own concept of reality. Each person's mental filter is unique. In our daily interactions with others, we make various abstractions, inferences and evaluations of the world around and it may cause problems in the way of communication. We consider them in detail.

Abstraction means selecting some details and omitting others. Such attitude may cause problems in communication. That is why one must always try to avoid **slanted statements.**

To inform people of something we must be very precise That's why news reporters always quote the statement of a person. It is done to show it as a fact or true statement but not a reporter's individual attitude to it.

Inference means conclusion made on the basis of assumptions. One should keep in mind that in business activity the use of inferences may be

fruitful. But there may be situations when one's personal inferences may be very risky and sometimes even dangerous.

Evaluation is a person's own perception (subjective point of view) or opinion towards a certain fact. So, difference in perception of some facts may become a hurdle in communication.

3. Values, attitudes and opinions

Communication is also affected by the values, attitudes and opinions of the communicators. People react favorably when they receive agreeable message. Occasionally people react according to their attitude towards a situation rather than to their perception of the facts.

Closed Minds

Some people hold rigid views on certain subjects. They don't consider facts and maintain their views. Such a person is very hard to communicate with and it should be taken into account.

Sender's creditability

Usually people react more favorably to that communicator who has creditability.

To round up, it should be pointed out that values, attitudes and opinions may also become hurdles in the way of communication.

If one is aware of the obstacles mentioned above, one can get rid of them in business communication and improve one's communication style with people, subordinates, superiors and business partners.

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ENERGIZING TODAY'S EMPLOYEES

Обговорюється можливість удосконалення керівної та направляючої функції керівника в трудовому колективі. що веде до підвищення ефективності роботи підлеглих та організації в цілому.

Key words: to become more efficient and effective, energized employees, appreciation of their efforts and results, support your employees, involve employees in decision-making, to provide powerful motivation.

Every manager strives to find out what motivates his employees to work harder and to become more efficient and effective. As it turns out, the most important things managers can do to develop and maintain motivated, energized employees have no cost, but rather a function of how employees are treated on a daily basis. The following items are some of the things today's employees indicate are most important to them:

1.Praise ? personal, written, electronic, and public. Although you can thank someone in 10 or 15 seconds, most employees report that they are never thanked for the job they do ? especially not by their manager. Systematically start to thank your employees when they do good work, whether one-on-one in person, in the hallway, in a group meeting, on voice mail, in a written thank-you note, on email, or at the end of each day at work. By taking the time to say you noticed and appreciate their efforts, those efforts and results ? will continue.

2.Appreciate their efforts, those efforts and results. Employees want more than ever to know how they are doing in their jobs and how the company is doing in its business. Thus, the foundation for this item is:

- provide your employees with necessary information to do their jobs;
- make sure you support your employees when they make mistakes;
- check if you involve employees when making decisions;
- see if you ask your employees for their opinions and ideas.

3. Autonomy and authority. The ultimate form of recognition for many employees is to have increased autonomy and authority to get their jobs done, including the ability to spend or allocate resources, make decisions, or manage others. There are some of the elements that allow autonomy and authority to flourish and provide a powerful motivation to employees:

- allow your employees to decide how best to do their work;
- give them increased job autonomy and authority;
- allow them to pursue their ideas, or give them a choice of assignments whenever possible;
- trust them to act in the best interests of the company.

4. Flexible working hours. With technology today, work is increasingly becoming a state of mind rather than a place to be. Consider allowing top performers:

- leave work early when necessary;
- have flexible working hours;
- earn time off from work;
- have comp time for extra hours worked.

Be sensitive to your employees off-schedule needs as you increase the chances that they'll be motivated to work harder when they are at work. As long as the job gets done, what difference does it matter what hours they work?

5. Learning and development. Today's employees highly value learning opportunities in which they can gain skills that can enhance their worth in their current job as well as future positions. Find out what your employees want to find out, how they want to grow and develop, and where they want to be in five years. Take the following steps to:

- support and encourage employees to learn new skills;
- discuss career options with them;
- allow them to participate in learning activities;
- discuss what they have learned after completed projects and assignments.

Every manager should remember that employees are his most important resource – a resource that is much more productive when it's energized.

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USING DELEGATION TO YOUR ADVANTAGE

Йдеться про таку важливу функцію у роботі керівника, як делегування повноважень підлеглим. Розглядається можливість вдосконалити делегування для того, щоб отримати ефективний результат виконання делегованого завдання.

Key words: responsibility for completing tasks, delegation, agreement on the standards, to furnish context for the task, to provide support, to get commitment, performance appraisal, to shape your perspectives.

Managers assign the responsibility for completing tasks through delegation. But simply assigning tasks and then walking away is not enough. For delegation to be effective, managers must also give employees both the authority and the resources necessary to complete tasks effectively. One key measure of a manager's effectiveness lies in the ability to get things done through other people – a prime ingredient for success. Here are the six steps to effective delegation:

Step 1: Communicate the task. Describe exactly what you want done, when you want it done, and what end results you expect.

Step 2: Furnish context for the task. Explain why the task needs to be done, its importance in the overall scheme of things, and possible complications that may arise during its performance.

Step 3: Determine standards. Agree on the standards that you plan to use to measure the success of a task's completion. Be sure that these standards are realistic and attainable.

Step 4: Grant authority. Grant employees the authority necessary to complete assigned tasks without constant roadblocks or challenges from other employees.

Step 5: Provide support. Determine the resources necessary for your employee to complete the task and then provide him or her. Successfully completing a task may require money, training, or other resources – be sure to plan for them in advance of assigning new tasks, not after.

Step 6: Get commitment. It's not enough to make an assignment; you've also got to make sure that your employee has accepted the assignment. Confirm your expectations and the employee's understanding of and commitment to completing the task before moving on to other matters. Delegation benefits both workers and managers when done correctly.

There are some basic management duties that a manager should avoid delegating:

• Long-term vision and goals: Managers have a unique perspective on the organization's needs – the higher up a manager is in an organization, the broader her perspective. Although employees at any level of a company can help to shape your perspectives, developing an organization's long-term vision and goals is really up to you.

• Performance appraisals, discipline, and counseling: Some kinds of employee feedback have to come from managers, and this is definitely the case with performance appraisals, discipline, and counseling. When you discipline and counsel your employees, you're giving them the kind of input that only you can provide.

• Politically sensitive situations: Every organization has its own unique political sensitivities, issues that are potentially highly explosive if they become known to the general population of employees. If such issues are within your own area, then putting your employees in the middle of the line of fire in a potentially explosive situation is unfair. As a manager, you're paid to make the difficult decisions and to take the political heat that your work generates.

• Personal assignments: Sometimes managers need to assign tasks to specific people with the intention that those people are to personally perform them. The chosen employees may have unique perspectives that no one else in the organization has; they may have unique skills that need to be brought to bear to complete the assignment quickly and accurately.

• Confidential or sensitive circumstances: Managers generally have access to mountains of confidential information such as wage and salary figures, proprietary data, and personnel assessments. For a variety of reasons, the unintended release of this information to the wrong individuals – whether within or without the organization – could be very damaging. Unless your staff has a compelling reason to know or work with the confidential or sensitive information, you should retain assignments involving these types of information yourself.

ДЛЯ НОТАТОК

Наукове видання

АКТУАЛЬНІ ПРОБЛЕМИ ДЕРЖАВНОГО УПРАВЛІННЯ В УКРАЇНІ ТА МІЖНАРОДНИЙ ДОСВІД ДЕРЖАВНОГО УПРАВЛІННЯ І МІСЦЕВОГО САМОВРЯДУВАННЯ

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