

THE ROLE OF COMMUNICATION IN ENHANCING THE EFFECTIVENESS OF LOCAL AUTHORITIES STAFFING

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In conditions of economic reforms and deepening of the decentralization processes in Ukraine effective staffing is getting particular relevance both at national and local level. Quality of staffing at local authorities is also quite topical, and its effectiveness depends on management decisions including those aimed at rendering various kinds of services both to individual citizens and local community.

In the process of development and making of management decisions by employees of local authorities communication relationships play a significant role, the quality of which depends on a territorial community`s social status.

Issues of staffing at local authorities have been discussed by such prominent scholars as M. V. Klimenko [1], T. A. Kravchenko [2], A. Y. Obolensky [3], D. A. Tereshchenko [4] etc., however, the communication aspect remains unexplored.

The purpose of this article is to investigate the role of communication in enhancing the effectiveness of local authorities staffing.

Scientific literature analysis [5; 6; 7] suggests that there are different approaches to the definition of the functions of the communications activities at local authorities.

So, in the work of F. Sharkov [5] it is proved that communications are designed to perform such functions as research; planning; organizing; expert, which appear in evaluation of the work effectiveness and identifying of emerging issues that need to be addressed.

According to A. Melnik, A. Vasin and N. Krivokolysko "communications in state institutions and organizations designed to ensure the following functions: informational, motivational, supervisory, expressive" [6].

In A. Svircev's paper [7] the following functions of communication as analytical and predictive, organizational management, communication, information, and advisory and methodical are identified.

But the process of information exchange between the public, mass media, bodies of state authorities, bodies of local self-government is difficult nowadays, because it has not yet formed the democratic tradition in government, similar to those that exist in developed democratic countries.

Therefore, increase of communication's importance in local authorities activities needs to be based on the European Charter of local self-government principles, article 2 of which declares that the principle of local self-government shall be recognised in domestic legislation and in national Constitution, if possible [8].

In this context, a problem of communication at the level of local authorities is particularly relevant, because the population must be ensured with the necessary information at the level of territorial communities. It is at the level of local governments where the establishment of relations with the public authorities, coordination of government solutions to their needs, prompt response to changes in the information space proceed. Therefore it is necessary to agree with the view that is suggested in [9], according to which the system of local authorities is useful to distinguish two information-and-communication systems:

internal, in which connections provide interaction of different government levels, departments, officials, by establishing communication channels in the process of special contacts, exchange of documents, electronic means of communication functioning etc.;

external, in which communication enable interaction of local authorities with state authorities and also with various public groups (public organizations representatives, communities and so on).

It should be emphasized that local authorities officials define communication policy and strategy, as well as carry out communication activities. Therefore, an important role is played by the feedback, which identifies problems in the functioning of local governments and staffing.

So, in [1] the factors causing problems of staffing in the rayon's administrations are investigated, and are divided into two groups: internal

(personal) and external (state). The following factors are included into internal (personal) ones:

1. Moral-and-psychological, that creates work motivation;
2. Ethnic – hardened traditions and mentality;
3. Professional, characterizing officials` qualification, their ability for self-education.

External (public) factors, causing the problem of staffing at the local level, fit to the following [1]:

1. Political – legislative novelties on a matter of service in local authorities;
2. Economic – adoption of annual budgets, including salaries and allowances;
3. Innovative – reorganization of local authorities structure application.

Thus, the identification of factors, that lead to staffing problems at local authorities, provide an opportunity to develop actions for increase of local authorities employees` activity`s efficiency.

Human resources covers a large range of issues related to various aspects of selection, placement, raising the level of professional competence of the staff. The system of personnel management aimed at the formation and organization of staffing of local authorities and the rational use of personnel, since solving a complex of issues relating to the selection, placement, officers` promotion, certification and annual assessment of professional and personal qualities, with the service, professional training and qualification, definition of requirements in specialists for the authorities.

And great attention should be devoted to the establishment of communication relations between public authorities, the competence of which is development and approval of normative-legal acts on organization of work with personnel on the ground, bodies of local self-government, the competence of which is the development of offers on increase of staff`s efficiency, and members of the public, the competence of which is the provision of proposals for improving the performance of local authorities. The evaluation of the effectiveness of local authority staffing should be conducted both at the level of local authorities and the general public on results and indicators of social-and-economic development at local communities. The results of this evaluation should be considered both at the local government

level and at the state level. It provides feedback in the communication network based on information transparency, completeness and accuracy.

Thus, communications are an integral part of the local government system, which contributes to the level of local authorities staffing and personnel management effectiveness in terms of democratic foundations formation and Ukrainian society development.

Given the important role of communication in staffing effectiveness enhancing, the communication is to be considered as a process of bilateral exchange of information between authorities and the public through communication and social-communicative technologies in our further works.

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