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### **UDC 331.363**

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### **IMPROVEMENT OF QUALIFICATION OF CIVIL SERVANTS ON THE BASIS OF THE PROJECT APPROACH**

For employees of public authorities and local governments, the main source of new knowledge is training. It is through the in-service training system that civil servants have the opportunity to achieve a new level of professionalism and culture, to formulate the ability to competently and responsibly perform managerial functions, to gain skills in implementing the latest socially oriented technologies and innovation processes. Today, the system of professional development is seen as an

effective mechanism for providing educational services and implementing public personnel policy, improving the efficiency of the civil service as a whole.

The effectiveness of this mechanism mostly depends on how effective and theoretically sound the learning technologies used in the training system are, how innovative they are. In addition, the effectiveness of training is determined by the peculiarities of the organization of independent work both directly in the course period and in the process of further self-education [1]. Of course, the intensification of the system of advanced training of civil servants is aimed, first of all, at ensuring that civil servants provide qualified and efficient services of appropriate quality to the population.

Modern education is developing in the mode of innovative search, which causes changes in various components of the activities of professionals. In this regard, issues related to strengthening the continuity of training and professional development of civil servants as a condition of its active adaptation to the new model of activity to increase the level of preparedness for professional tasks.

Implementation of professional development should be done on the basis of a project approach, as the use of project management according to the study of the International Institute of Project Management (PMI) "Ahead of the Curve: Forging a Future-Focused Culture" in 2020, shows an increase in the number of companies the latest methods and models of project management. Such companies increase their project management maturity, which in turn demonstrates an improvement in the quality of project results.

The use of the project approach will allow to effectively manage the training of civil servants in the following sections [2-4]:

- manage the content of the project (activities, individual works);
- manage project execution time;
- manage the cost of the project;
- manage the integration (coordination) in the project;
- manage project quality;

- manage project resources;
- manage information links in the project;
- manage project risks.

The model of the future result is the developed methodological support - the Standard for project development during in-service training for students and teachers, which is an element of the in-service training system and a universally applied, fast, simple and economical tool that a civil servant will use in his workplace. To do this, the sequence of work that must be carried out during the project is given in the developed Standards for students and teachers.

When the student, after completing a theoretical refresher course, begins the final test work in the form of project development, on the topic with which he was sent for advanced training, he takes the developed Standard and fills the project template on one page, which is attached. He completes this final work within 72 hours of independent study under the existing program. After completing the project work, after completing the training process, implements the project in the workplace, and then uses this form, solving new issues related to the performance of their functional and other responsibilities.

Civil servants must have a high level of education and professional skills, which is not the case with the modern state apparatus and its staff today.

Innovative novelty and significant effectiveness of this project is the ability, using the existing Standard and scheme UPOS, to improve the system of in-service training of civil servants of Ukraine, by reducing time three times in the sectoral part of the curriculum, deeper learning by students during in-service training practicality, clarity of the form of graduation work and the formation of systematic thinking in students for more effective provision of public services to citizens.

The practical significance of the work is that the improved element of the system of training and advanced training provides an opportunity for civil servants in workplaces to solve any difficulties with the civil service, clearly demonstrate to

management ideas for improving the public system, while saving financial, time and human resources.

The product of the implemented project is the Standard for project development during the in-service training of civil servants, which has already been developed.

After completing the theoretical training course, the student begins the final test in the form of project development on the topic with which he was sent for training, he takes the developed standard and fills out the project template on one page, which is attached. And then applies the project approach in the usual activities of a civil servant.

Standards for project development during the in-service training of civil servants consists of two parts: methodical with requirements for the content, design, preparation and defense of the project of civil servants and practical work which gradually describes the work to be done by the student to create his project page.

The implementation of the project will increase the efficiency of students' learning, their difficulties in the workplace, which they will describe and present to their management and ways to solve them in the form of a test project, according to the UPOS scheme and increase their vision of their work systematically, which will lead to their initiative to address further obstacles to the effective provision of quality services to the population of Ukraine.

Also quite effective for a number of situations is the formation of courses that combine the full range of methods. This is especially effective when conducting a course for homogeneous groups representing the management of similar or even the same projects.

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## **UDK 005.8**

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### **FLEXIBLE METHODOLOGIES IN A SAFETY-ORIENTED HR ORGANIZATION**

Current trends in society, information technology and crisis phenomena, in particular the COVID-19 pandemic, have shown the need to restart new project management paradigms. In modern realities, the life cycle of any complex organizational and technical system is saturated with many points of bi- and tri-furcation, which is associated with a high degree of risk of management decisions. Thus, the study of current trends in the formation and development of flexible (Agile) project teams in the new conditions of operation is an urgent task.

Safety-oriented systems and organizations of various forms of ownership implement projects, programs and project portfolios in conditions of uncertainty, which is associated with the negative impact of emergencies and turbulent environment, which is changing dynamically. This in turn stimulates organizations to carry out engineering based on Kaizen-approach of continuous development and international standards for project management PmBok, P2M, Prince2 to improve management standards and quality of human resource management, increase productivity and efficiency in projects, programs and project portfolios.