

**Mykola Izha**

*Director of ORIPA NAPA under the President of Ukraine,  
Doctor of Political Sciences, Professor, Honored Educator of Ukraine  
ORCID iD <https://orcid.org/0000-0002-7263-6193>*

**Volodymyr Melnyk**

*Head of the Interregional Department of the National Sivil Service Agency in Odesa,  
Mykolaiv and Kherson oblasts, the Autonomous Republic of Crimea and the city of Sevastopol,  
PhD student of the ORIPA NAPA under the President of Ukraine  
ORCID iD <https://orcid.org/0000-0001-8257-5999>*

## **PECULIARITIES OF HUMAN RESOURCES MANAGEMENT OF CIVIL SERVICE UNDER CRISIS**

*The article analyzes the management of human resources in the civil service under the crisis caused by the Covid-19 pandemic. The tools and mechanisms of anti-crisis personnel policy and effective human resources management in the civil service system are examined.*

*The key tasks of the research are to provide the analysis of human resources management in the civil service under the crisis and to identify the ways to implement modern anti-crisis instruments in the civil service and human resources management. The anti-crisis management is characterized as management focused on analyzing the crisis phenomena and identifying measures to reduce the negative effects of the crisis by means of efficient mechanisms for its further development.*

*At the level of the state body, the crisis is considered as a situation that threatens its goals, viability and existence.*

*The urgency of implementing anti-crisis personnel policy and effective human resources management in the civil service is inefficient without qualified and motivated staff, capable to execute the tasks and functions of the state.*

*The peculiarities of public administration and personnel policy under crisis is considered and analyzed being based on changes in the practices of personnel management of the civil service of Ukraine under pandemic.*

*The main legal acts on the topic are analyzed. The acts define the main priority areas of anti-crisis changes in the personnel management system. The optimization of human resources management in the civil service has become the main task of public personnel policy under crisis.*

*The changes, in particular, include:*

- 1) introduction of two independent types (forms) of work – distance work and home work;*
- 2) simplification of accounting of working hours of civil servants in state bodies (abolition of journals on accounting working hours);*
- 3) the possibility of distance work of civil servants, namely the performance of tasks outside the administrative building of the state body (if such performance does not require the use of information with limited access).*

*Modern IT services are used to ensure greater transparency, control and accountability (Skype, Zoom, Cisco Webex, etc.) to communicate and organize meetings, Google Docs to work together with documents, and to store the shared files with Google Drive or Dropbox, and so on.*

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## CIVIL SERVICE

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*The procedure of temporary selection for civil service positions was examined. It is provided through concluding a fixed-term contract for the period of quarantine.*

*The interim selection procedure was also analyzed as not perfect and as one which requires clearer regulation.*

*Analyzing the anti-crisis processes of human resources management in Ukraine, it is concluded that the temporary selection procedure was not a very successful element of the state anti-crisis policy.*

*The main anti-crisis measures in the field of human resources management under the COVID-19 pandemic are examined and the main objectives of the anti-crisis state personnel policy are defined: prevention and reduction of risks under crisis situation; reduction of the negative consequences of the crisis situation.*

*The introduction of anti-crisis personnel policy and an effective anti-crisis system of human resources management in the civil service will create the preconditions for further implementation of measures aimed at modernizing public administration based on democratic values and principles of governance.*

**Key words:** *civil service; management; crisis; anti-crisis personnel policy; civil service management system; anti-crisis processes.*