THE FORMATION OF INSTITUTE OF STATE SECRETARY IN UKRAINE: THEORETICAL AND METHODOLOGICAL PRINCIPLES

Formulation of the problem. The current stage of state building, new transformations in society change approaches and requirements to the human resource capital of the system of public administration. Human resource capital in the system of public administration plays an important role, in particular, the adoption and implementation of state-administrative decisions is impossible without the human factor.

The important issue that is facing before public service is a clear separation of political and administrative positions. This will ensure, firstly, the effectiveness of the adoption and implementation of management decisions, and secondly, the implementation of the principle of public service stability, thirdly, implementing the principle of continuity in the formation and implementation of public policy.

Separation of political and administrative positions in the system of public administration will enable to form a professionally trained corps of civil servants, which would have the appropriate level of education, skills and experience in the sphere of public administration.

Analysis of the recent research and publications. Problems of formation of the institute of state secretary are analyzed by V. Averyanov, A. Walewski, S. Zacharias, D. Kovryzhenko D. Lyazhumar V. Skrypniuk V. Tolkovanov and others. V. Averyanov analyzes the formation of the institute of state secretary in the context of administrative reform. Such Ukrainian researchers as A. Walewski, V. Tolkovanov and D. Lyazhumar consider foreign experience of formation of the institute of state secretary and ways of its implementation in Ukrainian reality. However, the depicted studies are characterized by the fragmented character and relate to the laws of Ukraine, which operated in 2001-2003, when the posts of state secretaries were initially introduced and then eliminated.
Presenting of the main material. One of the key issues of professionalisation of the corps of civil service is the separation of political and administrative positions of the civil service, ensuring of continuity in the activity of bodies of executive power.

In Ukraine, the experience of entering of positions of state secretaries is not new. According to the Decree of the President of Ukraine on July 14, 2001 № 529 the Regulations on the state secretary of the Ministry was approved. The main tasks of the state secretary were: organization of the providing of implementation of tasks, that belong to the sphere of ministry activity; supporting of the minister activity as head of the Ministry and member of the Cabinet of Ministers of Ukraine; implementation of ongoing work related to the performance of ministry tasks; ensuring of stability and continuity in the work of the ministry. According to the Decree of the President of Ukraine from May 26, 2003 № 434 posts of state secretaries of ministries were abolished.

In December 10, 2015 a new version of the Law of Ukraine "On State Service", which provides the conduction of the institute of state secretaries, was adopted.

Currently, there are exist risks concerning the effective functioning of the institute of state secretary. In our view, the state sector does not fully separated from political decisions, because it ensures implementation of political decisions of the minister in the work of apparatus, and provides training and providing to the minister qualified political consultation and advice. Therefore, the problem of influence the state secretary on the political decisions may arise.

Separately the problem on appointments and dismissals of state secretary of the ministry should be considered. With the change of political leadership (including ministers) it’s possible to dismiss the state secretary of the ministry, such as the one that did not pass the annual evaluation. Therefore, in our opinion, the state secretary should not only be appointed by the Commission from the questions of the higher corps of civil service, but also to undergo evaluation by this commission. This will enable professionals to stay and work in their posts, and get objective results of evaluation of state secretaries of the ministry.
In connection with this the problem of developing the indicators of efficiency, effectiveness and quality of the activity of the state secretaries and determination the contribution of state secretaries in the activities of the ministry is arises. Such indicators will make it possible to objectively evaluate the activities of state secretary and during the successful evaluation of activity protect against unwarranted dismissal or rotation.

It would be also advisable to publish reports of the state secretaries of the ministry about their activities and make them on public discussion. This public report of the state secretary of the ministry should be estimated by NGOs with the purpose of obtaining feedback on the work of the ministry.

**Conclusions.** Problems of implementation of the institute of state secretary arise during the implementation of existing regulations, while even these posts of state secretaries provide politically neutral civil service, quality and systematic activity of executive authorities and the continuity in the work of ministries.