APPLYING COMPUTERS IN ENGLISH LANGUAGE TEACHING AND LEARNING

APLICANDO COMPUTADORES NO ENSINO E APRENDIZAGEM DA LÍNGUA INGLESA

APLICACIÓN DE LAS COMPUTADORAS EN LA ENSEÑANZA Y EL APRENDIZAJE DEL IDIOMA INGLÉS

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ABSTRACT: In the prevailing era, the positive effect of using the media, especially computers, is not hidden from anyone and based on this, the use of multimedia in teaching English can play a significant role because of the various possibilities that the use of multimedia. In this regard, it can be effective in increasing the amount of learning as well as recall. For this reason, in this study, an attempt has been made to investigate the impact of computer use on learning and teaching English lessons among students of Ukraine University and a more apparent reason for claiming the positive effect of computer use in education, especially language teaching. A descriptive-analytical method is used to meet the aim of the study. In conclusion, the article reveals the beneficial effect of applying computers in English language teaching and learning along with some advantageous recommendations.

KEYWORDS: Computers. Multimedia. Teaching English. Students.

RESUMO: Na era vigente, o efeito positivo do uso dos meios de comunicação, especialmente os computadores, não fica oculto a ninguém e com base nisso, o uso da multimídia no ensino de inglês pode desempenhar um papel significativo devido às várias possibilidades que o uso da multimídia apresenta. Nesse sentido, pode ser eficaz para aumentar tanto o aprendizado quanto a recordação. Por essa razão, neste estudo, foi feita uma tentativa de investigar o impacto do uso do computador na aprendizagem e no ensino de inglês entre alunos da Universidade da Ucrânia e uma razão mais aparente para afirmar o efeito positivo do uso do computador na ensino de línguas. . Um método descritivo-analítico é utilizado para atender ao objetivo do estudo. Em conclusão, o artigo revela o efeito benéfico da aplicação de computadores no ensino e aprendizagem da língua inglesa, juntamente com algumas recomendações vantajosas.

Palavras-chave: Computadores. Multimídia. Ensino de inglês. Alunos.

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RESUMEN: En la época imperante, el efecto positivo del uso de los medios, especialmente los ordenadores, no se le oculta a nadie y en base a esto, el uso de multimedia en la enseñanza del inglés puede jugar un papel significativo por las diversas posibilidades que tiene el uso de multimedia. En este sentido, puede ser eficaz para aumentar la cantidad de aprendizaje y la memoria. Por esta razón, en este estudio, se ha intentado investigar el impacto del uso de la computadora en el aprendizaje y la enseñanza de lecciones de inglés entre los estudiantes de la Universidad de Ucrania y una razón más aparente para afirmar el efecto positivo del uso de la computadora en la educación, especialmente en la enseñanza de idiomas. Se utiliza un método descriptivo-analítico para cumplir con el objetivo del estudio. En conclusión, el artículo revela el efecto beneficioso de la aplicación de las computadoras en la enseñanza y el aprendizaje del idioma inglés junto con algunas recomendaciones ventajosas.

PALABRAS CLAVE: Computadoras. Multimedia. Enseñanza de inglés. Estudiantes.

Introduction

The definition of competition as the primary way of practical implementation of the constitutional right to equal access to the state service of Ukraine, and at the same time of filling state service positions, was the result of the separation of an independent group of subjects, whose powers include ensuring the organization and holding of competitions in the state service of Ukraine. An analysis of the specifics of the definition/formation of these subjects, the specifics of their functional role, tasks, powers and procedures of activity directly affects the effectiveness of the competition as the primary way of filling public service positions, as well as the confidence of civil society in their results. At the same time, the place of civil society institutions among such subjects remains extremely relevant, as well as their role in holding competitions for filling state service posts in Ukraine.

The analysis of the system of subjects that ensure the organization and conduct of the competition in the state service, taking into account their defining role, is relevant in the current conditions of the development of the state and society, but as of today, there is no comprehensive study of them as a system, establishing their role and influence on the results of the competition, identifying the basic principles of their interaction both among themselves and with the institutions of civil society. Besides, the ongoing search for an optimal model of the procedure for holding a competition in the state service leads to a reformatting of the composition, the procedure for determining/forming, powers and principles of interaction of subjects ensuring the organization and conduct of the competition in the state service.

Methodological Framework

The permanent state of reforms inherent in the Ukrainian state service has further complicated the adaptation to the quarantine conditions and other restrictive measures caused by the emergence and spread of the COVID-19, in particular regarding the replacement of state service positions. At the same time, the analysis of data on the quantitative composition of state servants clearly indicates a growing trend towards a decrease in the number of state servants appointed as a result of the competition. So, if for the first quarter of 2019, according to the National Agency of Ukraine for State Service (The official website of the National Agency of Ukraine on State Service, 2019a), the number of appointed state servants according to the results of the competition was 4685 ("A" - 3, "B" - 903, "C" - 3779), and by reassignment -2536 ("A" - 0, "B" - 503, "C" - 2033), then already for the IV quarter of 2019 (The official website of the National Agency of Ukraine on State Service, 2019b) by competition were assigned - 5811 ("A" - 17, "B" - 893, "C" - 4901), and by reassignment - 7100 ("A" - 4, "B" - 1725, "C" - 5379). The observed trend persists in the first quarter of 2020 (The official website of the National Agency of Ukraine on State Service, 2020b), in which 3757 ("A" - 12, "B" - 920, "C" - 2825) were appointed according to the results of the competition, and by reassignment - 5421 ("A" - 8, "B" - 1243, "C" - 4170).

Temporary suspension of competitions for state service positions, the appointment to state service positions based on the results of the competition (in accordance with clause 8 of Section II of the Law of Ukraine dated April 13, 2020 No. 553-IX (Law of Ukraine, 2020)) and establishment of a selection mechanism for vacant state service positions for a period of quarantine actions, which provide for appointment based on the results of competitive selection procedures and appointment by way of concluding a contract (Resolution of the Cabinet of Ministers of Ukraine, 2020), as can already be concluded, was not a panacea; rather, on the contrary, the longer the competitions are suspended, the more difficult it will be to restore the replacement of state service positions based on the results of the National Agency of Ukraine on State Service, 2020c) was 4654, 1113 of which were appointed according to the results of the competition, ("A" – 7, "B" – 352, "C" – 754); by reassignment – 2156 ("A" – 3, "B" – 654, "C" – 1533); according to the selection results for the quarantine period – 1309 ("A" – 21, "B" – 374, "C" – 914).

Analysis of statistical data on state service positions, the selection of candidates for which is carried out under a contract, published weekly by the National Agency of Ukraine for Civil Service, indicates not only a large number of vacancies in state service positions but also a high growth rate (The portal for state service vacancies, 2020). So, for example, the total number of vacancies was as of:

12.05.2020 - 443 ("A" - 7, "B" - 161, "B" - 275); 16.06.2020 - 1505 ("A" - 26, "B" - 537, "B" - 942); 14.07.2020 - 2751 ("A" - 46, "B" - 918, "B" - 1787); 17.08.2020 - 4756 ("A" - 69, "B" - 1482, "B" - 3104); 15.09.2020 - 6951 ("A" - 82, "B" - 2105, "B" - 4764); 13.10.2020 - 10 186 ("A" - 101, "B" - 2877, "B" - 7208); 24.11.2020 - 14 848 ("A" - 117, "B" - 3782, "B" - 10 949); 15.12.2020 - 16 807 ("A" - 123, "B" - 4263, "B" - 12 421); 29.12.2020 - 18 922 ("A" - 129, "B" - 4644, "B" - 14 149);

12.01.2021 – 19 758 ("A" – 134, "B" – 4867, "B" – 14 757) (The official website of the National Agency of Ukraine on State Service, 2020a).

However, already in 11 435 selections, it was determined for the persons to conclude contracts for positions in the state service. It should also be noted that such selections were introduced into the domestic practice of filling vacant positions in the state service only from April 2020 (adoption of the Law of Ukraine dated April 13, 2020, No. 553-IX, approval of the Procedure for appointment to state service positions for the period of quarantine established to prevent the spread in Ukraine of the acute respiratory disease COVID-19 caused by the SARS-CoV-2 coronavirus, Resolution of the Cabinet of Ministers of Ukraine dated 22.04.2020 No. 290) and can be carried out only in exceptional cases related to acute the need to ensure the functioning of the state body during the quarantine period (Law of Ukraine, 2020; Resolution of the Cabinet of Ministers of Ukraine, 2020; Resolution of the Cabinet of Ministers of Ukraine, 2020; Resolution of the Cabinet of Ministers of Ukraine, 2020; Resolution of the Cabinet of Ministers of Ukraine, 2020; Resolution of the Cabinet of Ministers of Ukraine, 2020; Resolution of the Cabinet of Ministers of Ukraine, 2020; Resolution of the Cabinet of Ministers of Ukraine, 2020; Resolution of the Cabinet of Ministers of Ukraine, 2020; Resolution of the Cabinet of Ministers of Ukraine, 2020; Resolution of the Cabinet of Ministers of Ukraine, 2020; Resolution of the Cabinet of Ministers of Ukraine, 2020; Resolution of the Cabinet of Ministers of Ukraine, 2020; Resolution of the Cabinet of Ministers of Ukraine, 2020; Resolution of the Cabinet of Ministers of Ukraine, 2020; Resolution of the Cabinet of Ministers of Ukraine, 2020; Resolution of the Cabinet of Ministers of Ukraine, 2020).

Considering the number of state servants (of all categories) appointed through the conclusion of a contract, as well as the fact that all of them must be replaced by state servants appointed as a result of the competition (after the abolition of quarantine and the resumption of competitions), there are real risks of blocking the work of government agencies. It is no coincidence that the National Agency of Ukraine on State Service insists on increasing the duration of competitions (category "A" – 6 months, categories "B" and "C" – 12 months) (The official website of the National Agency of Ukraine on State Service, 2020d; The official website of the National Agency of State Service, 2021).

Changing the approach to the activities of the subjects ensuring the organization and conduct of competitions in the state service, including by expanding the capabilities of civil society institutions, improving the procedures for their activities, primarily aimed at increasing efficiency, openness, and transparency can solve the current state of affairs.

Results

The national legislation in the field of state service does not separately distinguish the composition of the subjects ensuring the organization and holding of competitions in the state service, in contrast, for example, from the system of state service management subjects (st. 12 "Pro derzhavnu sluzhbu" (Law of Ukraine, 2016).

Analysis of the provisions of the Law of Ukraine "On State Service" and the Procedure for holding a competition for filling state service positions, approved by the Resolution of the Cabinet of Ministers of Ukraine dated March 25, 2016, No. 246 (Resolution of the Cabinet of Ministers of Ukraine, 2016), indicates that the subjects providing the organization and holding of competitions in the state service should include:

-the subject of appointment;

-the head of the state service of a state body;

-The Commission on the Issues of the Higher Corps of the State Service;

-competition commissions of state bodies;

-administrator;

-The National Agency of Ukraine on State Service (the central executive body that ensures the formation and implements the state policy in the field of state service);

-an especial structural unit of the National Agency of Ukraine on State Service, which created for the organizational, material and technical support of the work of the Commission on the Issues of the Higher Corps of the State Service;

-the personnel management service of the state body.

The proposed location of these subjects is not accidental but predetermined by their role in the procedure for holding a competition in the state service and establishing its results, i.e. determining the winner.

Let's consider each of the listed subjects.

The subject of appointment is a state body or official who is empowered on behalf of the state to appoint and dismiss the relevant state service position in a state body. Under national legislation, the appointment subject exercises powers concerning all posts of category "A" and some posts of category "B". It is noteworthy that the powers of the subject of appointment, in addition to appointment and dismissal, include the announcement of the competition, determination of its results, etc.

The head of the state service of a state body is an official of this body holding the highest position of the state service in a state body, whose duties include the exercise of powers on issues of state service and the organization of the work of other employees in this body (Law of Ukraine, 2016). The head of the state service is determined in each state body and exercises powers concerning posts of categories "B" (except for those appointed by the subject of appointment) and "C".

The appearance in the state service of Ukraine the head of the state service is based, first of all, on the experience of European countries to distinguish between administrative and political positions. In fact, in the European Union, there are no countries where governments were organized on any other principles, and not on the delineation of functions and cooperation of politically appointed ministers and permanently working state servants headed by a state (general, permanent, etc.) secretary or director, for example in Ireland – secretary, in Great Britain – permanent secretary, in Germany, Luxembourg – state secretary, in Belgium, Greece, the Netherlands – general secretary, Poland – general director (Alyushina, 2020).

Both the subject of appointment and the head of the state service have practically the same powers regarding the organization and conduct of competition in the state service, which is delimited by the categories of state service positions. Thus, the subject of appointment exercises its powers concerning the posts of category "A" and some posts of category "B" (for example, posts exercising powers of heads of the state service in certain bodies), and the head of the state service – concerning the remaining posts of category "B" and all posts of category "C" in this state body.

At the same time, the jurisdiction of the subject of appointment and the head of the civil service concentrates all key powers concerning the organization and holding of the competition in the state service, in particular, making a decision on the announcement of the competition, the creation and formation of the composition of the competition commission (for holding the competition for positions of categories "B" and "C"), conducting interviews with candidates selected by the competition commission, choosing the winner of the competition and determining the results of the competition, etc., which indicates their full management of the replacement of civil service positions.

Meanwhile, in the national state service legislation, there is a problem of an ambiguous relationship between the subject of appointment and the head of the state service of a state body. It is established that they occur as cases of their simultaneous use, by connecting the separating

union "or"; parallel, depending on the categories of positions of state servants; and separate usage. This situation, taking into account, first, the law enforcement necessity, as a rule, is solved by combining the subject of appointment and the head of the state service. In this case, it happens either by including the head of the state service (part) to the subject of appointment (whole), as an official who, under the legislation, has the right to appoint to the corresponding position in the state service, or through their identification, based on the conditions of a particular situation, in all cases where only the subject of appointment appears, the head of the state service is also understood, and vice versa (Negara, 2019). Therefore, we insist on the need to distinguish the subject of appointment and the head of the state service, which, despite many common features, have significant differences.

The Commission on the Issues of the Higher Corps of the State Service is a permanent collegial body specially authorized to hold the competitions for the filling of state service positions of category "A".

The Commission consists of 7 members, including a representative of the Verkhovna Rada of Ukraine, determined by the committee of the Verkhovna Rada of Ukraine, whose competence includes issues of state service; a representative appointed by the President of Ukraine; a representative appointed by the Cabinet of Ministers of Ukraine; the head of the National Agency of Ukraine on Civil Service Issues or, on his behalf, a deputy; HR specialist, appointed by the Cabinet of Ministers of Ukraine; two representatives – one representative each from higher education institutions providing education in public management and administration, and from public associations. It is noteworthy that in 2019 the quantitative composition of the Commission was almost halved (from 11 members to 7), including by reducing representatives of public associations, scientific institutions, educational institutions, experts with relevant qualifications, and representatives of all-Ukrainian trade unions associations and employers' organizations (Law of Ukraine, 2019).

The procedure for determining future members of the Commission from the Verkhovna Rada of Ukraine, the President of Ukraine and the Cabinet of Ministers of Ukraine is not normatively regulated, which makes it possible to attribute this completely to their discretion.

The procedure for the representatives' selection of public associations and higher education institutions, approved by the Resolution of the Cabinet of Ministers of Ukraine dated 03.11.2019, No. 906 (Resolution of the Cabinet of Ministers of Ukraine, 2019). Without a doubt, attracting a representative from public associations to the Commission is a positive step, indicating the intentions to ensure their participation in the formation of the higher corps state servants, as well as to increase the openness of the competitions held. However, the legislation

provides unreasonably high requirements for representatives of public associations and a complex procedure for their selection, which reduces the opportunities for access and the interest of public associations. In addition, based on the results of checking the compliance of representatives of public associations with the requirements, the final decision on the inclusion of one of them in the Commission is made by the Cabinet of Ministers of Ukraine, without specifying the procedure and criteria for determining such representatives, which indicates a lack of legal certainty in the procedure for selecting representatives of public associations.

Therefore, we consider it necessary to simplify the requirements for public associations and their representatives, and ensure their selection to the Commission based on the results of the competition, for example, on the basis of rating voting according to transparent and understandable criteria.

Not least important is the issue of depoliticizing the composition of the Commission. The matter is that the standing practice shows that all those authorized to delegate their representatives to the Commission appoint them either from among their own or subordinate employees, for example, one of the people's deputies is appointed as a representative of the Verkhovna Rada of Ukraine, representatives of the President of Ukraine and the Cabinet of Ministers of Ukraine – an employee of the Office of the President of Ukraine and the Cabinet of Ministers of Ukraine, respectively. This step will also improve the efficiency of the activity of the Commission since its members will not combine their work in the Commission with other positions.

Competition commissions of state bodies are bodies created by the decision of the subject of appointment/head of the state service to conduct a competition for filling state service positions of categories "B" and "C". The composition of these commissions is approved simultaneously with their creation and include an employee of this state body (both state servants and other employees), in some cases, state servants of other state bodies, as well as representatives of public associations.

Referring to the exclusive competence of the subject of appointment/head of the state service, the creation and formation of the composition of the competition commissions, on the one hand, simplifies the procedure for holding a competition in state bodies, but on the other hand, makes the members of the competition commissions overly dependent.

At the same time, the involvement of representatives of public associations to the composition of the competition commissions, as well as the determination of the number of such representatives, is the right of the subject of appointment or the head of the state service, who approve the composition of the competition commission, that is, it remains at their

discretion. Public associations, in turn, are deprived of any opportunities to influence their position regarding the inclusion of their representatives in the composition of the competition commissions. Thus, the participation of representatives of public associations in the composition of competition commissions for conducting a competition for holding state service positions of category "B" or "C" is optional, and therefore, it is likely not a frequent occurrence in the practice of holding competitions in the state service.

The study of the procedure for selecting representatives of public associations to the composition of the competition commissions (Order of the National Agency of Ukraine on State Service, 2016) indicates the significant complexity and the presence of several problems (gaps and collisions) of regulatory support, which, on the one hand, constrains the subjects of appointment/heads of the state service to engage representatives of public associations to the composition of the competition commissions, and on the other hand, it acts as a barrier for public associations. In addition to the above, it should be noted that the Commission and the competition commissions of state bodies, as subjects ensuring the organization and holding the competition in the state service, with the adoption of the Law of Ukraine dated September 19, 2019, No. 117-IX (Law of Ukraine, 2019), lost the authority to establish the results of the competition (this, as indicated above the powers of the subject of appointment or the head of the state service), in connection with which they are a secondary subject.

Considering this, in academic literature we can see the great idea to create compliance forming a basis for monitoring. So, compliance is believed to be an integral part of the management system, consisting of the internal control system. Compliance management is a set of measures and tools aimed at revealing difficult situations and monitoring enterprises' activities. The essence of compliance management is determined in its main functions. An analytical function involves systematic procedures for revealing potential compliance risks. An information function involves the collection and process of information characterizing the duties execution for a specified time. A warning function provides for precautionary measures to prevent employees' unlawful actions. An effective risk management function is in risk revealing and assessing, in the determination of an acceptable level and neutralization (Lutsenko, 2019).

The administrator should be determined as an independent subject ensuring the organization and conducting the competition in the state service, which is not a member of the Commission and the competition commissions of state bodies, endowed with powers aimed at organizational support of the activities of the Commission and competition commissions (keeping minutes, drawing up other documents, checking candidates, etc.), adherence to the

procedure for evaluating candidates and the objectivity of the results during the completing of situational tasks.

The administrator is determined depending on who holds the competition, the Commission, or the competition commission. In the first case, the administrator is appointed by the head of the National Agency of Ukraine on State Service, and in the second - by the subject of appointment or the head of the state service.

A significant drawback of the legal status of the administrator is the lack of ensuring the independence of the administrator as a participant in the competition procedure; there are not even tools for limiting or protecting the administrator from interference in the exercise of his powers, given that it is the administrator who is responsible for ensuring the anonymity of candidates during the assessment of their competence.

The National Agency of Ukraine on State Service, as a specialized body, is vested with organizational and control powers in relation to the holding of competitions by state bodies. The organizational powers of the National Agency include: ensuring the functioning of the Unified Portal of State Service Vacancies (The only portal for state service vacancies, 2020), where both the publication of information about competitions and the submission of information for participation in them are carried out; develops software for evaluating candidates; maintains a list of vacant positions in the state service; monitoring of announcements of competitions; develops methodological recommendations, etc.

The control powers of the National Agency regarding the holding of competitions were completely abolished. Thus, on the one hand, this agency, as before, is responsible for monitoring compliance with the conditions for the exercise of the right to state service by the citizens; takes measures to create equal conditions for the acceptance and promotion of state servants of categories "B" and "C" (p. 4, 12 ch. 3 st. 13 Zakona Ukrainy "O gosudarstvennoy sluzhbe" (Law of Ukraine, 2016)), but on the other hand, there are no any tools for the implementation of such control. In this regard, the protection of the right to access state service is possible only in court.

A special structural subdivision of the National Agency of Ukraine on State Service functions with the aim of ensuring the organizational and logistical support of the Commission's work, which includes the preparation of Commission meetings, informing candidates about the results of the stages of the competition and the results of the competition in general, and publishes information about the results of the competition.

The personnel management service of a state body is created in each state body and reports to the head of the state service. The main task of the personnel management service is to ensure the implementation by the head of the state service of his powers, including regarding the holding of competitions, as well as documenting the admission to the state service. Thus, it is the personnel management service that publishes information about the competition; considers information submitted by candidates; notifies candidates about the results of the stages of the competition and the results of the competition as a whole; publishes information about the results of the competition.

The introduced selection mechanism for the quarantine period differs significantly from the competition for the filling of state service positions not only in the procedure for its implementation, but also in the list of subjects that ensure its organization and conduct, we consider it expedient within the scope of this study, and will dwell on their characteristics. So, the system of subjects that ensure the organization and conduct of selection for vacant state service positions for the period of quarantine is:

-subject of appointment;

-the head of the state service in a government agency;

-an authorized person (by the decision of the subject of appointment or the head of the state service in a state body, he can select for vacant positions during the quarantine period);

-National Agency of Ukraine on State Service;

-a special structural unit of the National Agency of Ukraine on State Service;

-service of personnel management of state bodies.

Comparing the list of these subjects with the list of subjects providing the organization and holding of the competition in the state service, we immediately note the absence of the Commission and competition commissions, the administrator in it, since in fact there is no provision for the stages of evaluating candidates. Along with this, the complete exclusion of the participation of civil society institutions in the selection for vacant positions in the state service during the quarantine period should also be noted.

In their toolkit, only monitoring of publications on the announcement of the selection and information on the decisions made based on the selection results remains. The highlighted forms of public control are additional and are ineffective from the point of view of possible influence on the actions and decisions of public administration entities.

Conclusion

The system of subjects providing for the organization and holding of the competition in the state service of Ukraine, provided for by the national legislation, includes the subject of appointment and the head of the state service of the state body (occupy a key place, since their powers include making decisions on the announcement of the competition, the establishment of its results), the Commission and the competition commissions government agencies (assigned a secondary role, whose task is to select the most suitable candidates for choosing the winner of the competition); administrator (provides organizational support for the activities of the Commission and competition commissions); The National Agency of Ukraine on State Service (exercises organizational and control powers in relation to the holding of competitions); a special structural unit of the National Agency of Ukraine on State Service (provides organizational and material and technical support for the work of the Commission); the personnel management service of the state body (ensures the organization of competitions in the state body, documentation).

A negative trend is a concentration in the hands of the subject of appointment and the head of the state service of all key powers regarding the organization and conduct of the competition, the establishment of the results of the competition. The optimal solution to correct this situation, in our opinion, should be the return to the Commission and competition commissions by the state body of the authority to conduct a competition and determine their results.

The problems of low interaction between the subjects of public administration and civil society institutions, the latter's lack of sufficient tools to influence and respond to violations committed during the competition can be negotiated: 1) by simplifying access to membership in the Commission and competition commissions of state bodies for representatives of civil society institutions; 2) the mandatory inclusion of representatives of civil society institutions in the composition of the competition commissions of state bodies; 3) the introduction of effective forms of public control over the holding of competitions, for example, granting civil society institutions on the Unified Portal of State Service Vacancies the right to submit open applications with a list of identified violations, to which the relevant public authority is obliged to give a free-response.

It is established that the system of subjects ensuring the organization and conduct of selection for vacant positions in the state service for the period of quarantine is represented by the subject of appointment and the head of the state service in the state body (play a key role and make decisions on the need to appoint a vacant state service position for the period of quarantine, the conclusion of a contract on the passage of state service for the period of the quarantine); an authorized person (by the decision of the subject of appointment or the head of the state service, selects for vacant positions during the quarantine period); National Agency of

Ukraine on State Service (provides organizational and methodological support); a special structural unit of the National Agency of Ukraine on State Service (provides organizational support for the selection); the personnel management service of state bodies (ensures the organization of the selection). The excessive secrecy of the selection procedure, the absence of normatively defined criteria for the selection of persons to conclude a contract for state service, and blocking the participation of civil society institutions require immediate correction.

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