ABILITY TO GENERATE NEW IDEAS (CREATIVITY) AS NEW COMPETENCE OF MODERN CIVIL SERVANT

**Problem statement.** The new requirements to persons who apply to enter civil service have been consolidated legislatively; these concern professional competence comprising general and special requirements. Keeping in mind the growing demands to civil servants, personnel management services carry out a thorough selection of candidates for civil service positions, with a focus on those capable of generating new ideas. However, summation of the 25-year long functioning of the national system for management staff training proves that merely one out of six of them meets the current requirements to their positions. In this connection, there appears a need for conducting theoretical and applied research, directed to determine the specificity of civil servants’ creativity as the determinant of management activity.

**Recent research and publications analysis.** The theoretical and methodological prerequisites of scientific research were laid down by the leading scientists in the fields of philosophy, philology, sociology, management, pedagogy, psychology and other domains. In the recent years, attempts have been made to explore the problem range of creativity at the level of public service. The problems of diagnostics and development of civil servants’ creativity remain less studied.

**The paper objective is** analysis of the theoretical approaches to creativity and elaboration of practical recommendations as to ways to develop the said ability in civil servants as the determinant of management activity.

**The paper main body.** UNESCO interprets creativity as a psycho-social competence of any person: *creativity (creative work) is an ability to create,*
formulate or apply ingenious ideas, methods or technologies, often in collaboration with other people. The related abilities are as follows: innovation thinking, unconventionality, formulation of ideas, analysis and synthesis, cooperation and team work, taking risks, perseverance.

In the above definition the synonym of the word ‘creativity’ is creative work. When studying the correlation of the notions of ‘creative work’, ‘creativity’, ‘creative personality’, ‘creative qualities of an individual and their development', it is suggested to understand ‘creativity of civil servant’ as an individual property of the personality, a general capacity that ensures organization and development of the personality and can be realized in creative productive activity in the management system.

Researchers identify diverse parameters of creativity depending on their theoretical preferences. For our purpose, they can be divided into three groups: 1) creativity parameters as characteristics of cognitive processes; 2) creativity parameters as personal qualities; 3) creativity parameters as characteristics of the creative product. These parameters are proposed to construct a model of creativity for civil servants. It has been pointed out that the model should reflect the functional orientation of a civil service position.

The indicators of creativity as quantitative characteristics of its parameters expressed in the numerical form have been analyzed. It is shown that among creativity parameters an important role is played by personal qualities; however, they are characterized in the first place by intellectual development indices. The indices of personal creativity are most often self-evaluation and expert evaluation.

It has been argued that the very transition to the strategy of human management opens up opportunities for using creative potential of all the civil servants. In order to form creativity as a profound (personal) rather than behavioral (situational) ability, its formation should take place under the following conditions:

1. Stimulation of creative work by way of applying new methods of teaching and providing a safe and supportive learning environment.
2. Development of purposeful thinking with the help of special techniques and methods of stimulating creativity and providing a favorable professional environment: “80% of environment + 20% of techniques”.

3. Formation of a certain motivation. Creativity is classified into productive creativity based on positive motivation, and non-productive one which manifests itself under the impact of negative motivation.

Conclusions of the research. The processes of reformation and innovation transformations in Ukraine and abroad stipulate the growing demands to civil servants for whom it is important to possess the skills of generating and implementing non-standard innovation ideas and decisions in practice in order to fulfill the tasks and functions of the state.