

Национально-Исследовательский Университет – Высшая Школа Экономики

ФАКУЛЬТЕТ ЭКОНОМИКИ

КАФЕДРА АНГЛИЙСКОГО ЯЗЫКА

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УЧЕБНО-МЕТОДИЧЕСКОЕ ПОСОБИЕ
для студентов 3 курса
Факультета Государственного и Муниципального
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ПРЕДИСЛОВИЕ

Данное учебно-методическое пособие предназначается для студентов 3 курса факультета Государственного и Муниципального Управления и содержит материалы из различных источников по тематике факультета.

Целью данной работы является подведение студентов 3 курса к овладению специальности на английском языке и, в конечном итоге, сдаче государственного экзамена по английскому языку «Английский для профессиональной коммуникации».

Пособие решает задачи по совершенствованию компетенций:

- чтения (Reading),
- говорения (Speaking)
- письма (Writing)

через специально разработанные упражнения по отработке данных навыков, например, проведения дискуссий, составления презентаций, тренировки написания краткого изложения текста (Summary) или написания параграфа по проблемам, затронутым в текстах.

Немаловажная роль отводится формированию словаря специальной лексики и совершенствованию словаря общеупотребительной лексики, этому посвящены различные виды деятельности категории “Language in Use”, а также упражнения на перевод как с английского на русский, так и с русского на английский.

Unit 1

The Structure of the Civil Service

The Civil Service is concerned with the conduct of the whole range of government activities as they affect the community ranging from policy formulation to executing the day-to-day duties that public administration demands. In Britain, for instance, civil servants are responsible to the minister in whose department they work. Ministers alone are answerable to Parliament for their policies and the actions of their staff. A change of minister for whatever reason, does not involve a change of staff. Ministers sometimes appoint special policy advisers from outside the Civil Service, the advisers are paid from public funds, but their appointments come to an end when the Government's term of office finishes.

The structure of the Home Civil Service is designed to allow for a flexible deployment of staff so that talent can be used to the best advantage, with higher posts open to people with outstanding ability, whatever their special background. Although work requiring specialist skill is always done by appropriately qualified individuals, personnel management policies are designed to ensure that people with the necessary qualities gain suitable experience to fit them for higher posts.

At the top levels of the Civil Service in Britain there is an open structure, comprising three grades – permanent secretary, deputy secretary and under secretary. With very few exceptions, staff at this level share the same pay and grading system whatever their background and duties. At other levels the structure is based on the system of categories and occupational groups. These include the General Category (covering the Administration, Economist, Statistician, Information Officer, and Librarian groups), the Science Category, the Professional and Technology Category (include architects, surveyors, electrical and mechanical engineers, graphics officers and marine service staff). The Training, Legal, Police, Secretarial, Data Processing, Research Officer, Social Security, Security and Museum Categories. These categories account for seventy five per cent of non-industrial staff.

The Diplomatic Service of Britain, a separate service, provides the staff for the diplomatic missions and consular posts abroad. Its functions include advising on policy, negotiating with overseas governments and conducting business in international organizations; promoting exports and trade generally, administering aid, presenting ideas, policies and objectives to the people of overseas countries; and protecting own interests abroad.

The Service has its own grade structure, linked for salary purposes with that of the Home Civil Service, and conditions of work are in many ways comparable while taking into account the special demands of the Service, particularly of posting overseas. Members of the Home Civil Service and the armed forces and the individuals from the private sector, may serve in the Foreign and Commonwealth Office and at overseas posts on loan or attachment.

Civil Servants are employed in a civil capacity, and whose remuneration is paid wholly and directly out of monies voted by Parliament. The theory is that governments make policy and the administrators carry it out. This view has been challenged by many observers who argue that Governments and Ministers come and go whilst the Civil Service goes on for ever. Civil Servants are given an important role in policy making. How crucial that role is may depend on the strengths and weaknesses of individual governments and ministers.

The British Civil Service, as an example, enjoys a very high reputation. It contains some of the best brains in the country, is incorruptible, and is politically neutral.

Government departments deal with an equivalent amount of money to many of the largest companies. It is, therefore, important to have people with proven managerial ability running these departments.

However, this neutrality and the desire to protect their minister from criticism in Parliament or elsewhere often lead to excessive caution and resistance to change. The Civil Service was once described as “a beautifully designed and effective braking mechanism” and “...the ultimate monster to stop governments changing things”.

Vocabulary

be concerned with	касаться, относиться к чему-либо
the whole range of sth.	весь спектр / диапазон чего-либо
to affect the community	влиять / воздействовать на общество
be answerable to sbd.	быть ответственным перед кем-либо
for whatever reason	по какой-либо причине
to involve a change of sth	влечь изменения
to appoint advisers	назначать советников
be paid from public funds	оплачиваться из государственных фондов
term of office	срок службы/полномочий правительства
be designed to allow for sb / sth	создаваться с целью, чтобы...
flexible deployment of staff	гибкая система назначений сотрудников
be used to the best advantage	использоваться наилучшим образом
outstanding ability	выдающиеся способности
be appropriately qualified	иметь соответствующую квалификацию
to ensure that...	чтобы обеспечить, что
to gain suitable experience	получить подходящий опыт
to fit sb. for higher posts	соответствовать высокой должности
to comprise three grades	включать три степени
permanent secretary	постоянный заместитель министра
under secretary	заместитель министра
with very few exceptions	за несколькими исключениями
to share the same pay	получать ту же зарплату
occupational groups	профессиональные группы
surveyors	топографы
marine service staff	сотрудники морской службы
to account for ... per cent	составлять ...%
to provide the staff for sth.	предоставлять сотрудников для ...
to advise on policy	консультировать по вопросам политики
to negotiate with sb.	вести переговоры с кем-либо
to run / conduct a business	руководить предприятием / вести дела
to promote exports	содействовать продвижению экспорта
administering aid	правовая помощь

a grade structure	система званий / рангов
in many ways	во многих случаях
conditions of work	условия работы
be comparable to / with sb /sth	сравниваться с кем-либо / чем-либо
to take into account	принимать в расчет
special demands	особые требования
the armed forces	вооруженные силы
at overseas posts	на должностях (постах) за рубежом
on loan	по договору
on attachment	в командировке
be employed in a civil capacity	работать на гражданском положении
remuneration	вознаграждение, возмещение, оплата
wholly	полностью, целиком
be challenged (by sbd)	подвергаться сомнению, спорам
a crucial role	ключевая / решающая роль
strengths and weaknesses	слабые и сильные стороны
to enjoy a very high reputation	пользоваться наилучшей репутацией
incorruptible	неподкупный
therefore	следовательно, поэтому
with proven managerial ability	с развитыми управленческими способностями
to lead to excessive caution	приводить к излишней осторожности
a braking mechanism	тормозной механизм
protect sbd. from sth.	защищать кого-либо от чего-либо

Task 1 Pronounce the following words correctly.

influence	ensure	recruitment	government	require
research	experience	appropriately	marine	occupational
statistician	control	deputy	surveyor	execute
capacity	wholly	remuneration	crucial	whole
exception	excessive	caution	incorruptible	therefore

Task 2 Translate these words into Russian.

ensure	require	demand	deploy
capacity	crucial	challenge	caution
continuity	exception	occupational	attachment
incorruptible	loan	remuneration	excessive
promote	provide	comprise	gain

Task 3 Find the English equivalents to the expressions that follow.

- постоянное управление правительством
- быть связанным с проведением мероприятий
- широкий диапазон
- отвечать перед парламентом за (политику)
- приобретать подходящий опыт
- политика управления персоналом
- продвижение экспорта
- обработка информации
- вести переговоры
- соответствовать высоким должностям
- по договору
- профессиональные группы
- изменяться в пределах (диапазоне) от ... и до ...
- подвергать сомнению

Task 4 Write the corresponding words to the following definitions.

- placement of people in a firm / organization
- people employed by a firm / organization
- able to be adapted or changed
- a person who recommends sth. to sbd.
- what you ought to do or must do
- knowledge a person obtains at work / in life
- something that goes against a general rule

Task 5 Insert prepositions if necessary.

1. The Civil Service is concerned _____ the conduct _____ the whole range of government activities.
2. Civil Servants are responsible _____ the Minister _____ whose department they work.
3. The structure of the Home Civil Service is designed to allow _____ a flexible deployment _____ the staff.
4. Staff _____ the top level share the same pay and _____ grading system.
5. The Diplomatic Service provide the staff _____ the Foreign and Commonwealth office.
6. Functions of the Diplomatic service include _____ advising _____ policy and promoting _____ export.
7. Ministers alone are answerable _____ Parliament _____ their policies.

Task 6 Translate the sentences into English.

1. Государственная служба связана с проведением широкого диапазона правительственных мероприятий, так как эти мероприятия влияют на жизнь общества.
2. Структура внутренней гражданской службы создана таким образом, чтобы система назначений на должности была по возможности гибкой.
3. Политика управления персоналом выстроена таким образом, чтобы люди имеющие необходимые качества приобретали соответствующий опыт.
4. Госслужащие подотчетны тому министру в чьем отделе они работают.
5. Работа советников оплачивается из государственного фонда, и срок их работы заканчивается, когда истекает срок полномочий правительства.
6. Несмотря на опыт и круг обязанностей, работа госслужащих на высших должностях оплачивается одинаково.

Task 7 Complete the following sentences from memory, then refer to the text to check

1. The Diplomatic Service, a separate service, provides...
2. The structure of the Home Civil Service is designed to allow...
5. A change of minister for...
7. The day-to-day running of the government and the implementation of its policy...
8. With very few exceptions, staff at the top level share...
9. The Diplomatic Service's functions include...
10. Ministers sometimes appoint...
11. Governments come and go, but ...
12. Members from the private sector may serve at overseas posts...
13. Civil Servants are employed in ...
14. The British Civil Service enjoys ...

Task 8 There are eight paragraphs in the text. Find a key-sentence in each paragraph and write it down below.

Task 9 Write a Paragraph of about 120-140 words to the text of the unit.
Use the correct layout.

Task 10 Prepare an outline plan of your presentation on the subject of this unit.
Use your plan to make a presentation within five minutes.
Your presentation should be well-structured.

Reading and Writing

Task 1: Read the text about the system of the government in the UK.

Write a paragraph of 8-10 sentences to the text.

The System of Government of the UK

The Queen

The United Kingdom of Great Britain and Northern Ireland (the UK) is a parliamentary democracy with a constitutional monarch as head of state. The UK consists of England, Scotland, Wales and Northern Ireland. Britain's population is over 57 million people. The United Kingdom is a unitary state.

The British constitution has never been wholly reduced to writing. However, Britain has many enactments which are very important for the country. The State Organs of the UK are the Monarchy, Legislature and Executive. The monarchy is the most ancient secular institution in the UK, and it is hereditary. Her Majesty Queen Elizabeth II is the present Head of State of the UK. However, the Queen in Great Britain is not absolute. The Queen reigns but doesn't rule. Her Majesty's government governs in the name of the Queen. As a rule the Queen acts on the advice of her ministers. She may, however, have her own point of view on different problems. The monarch has an important constitutional role as head of state. The Queen summons and dissolves Parliament. She opens every session of Parliament with a speech from the throne; confers honours and makes appointments to all important offices of state. As Head of State she has the power to declare war, to make peace, to sign international agreements. It is important to understand that the political stability of Great Britain owes much to monarchy. But the Queen's powers are limited by Parliament but reigns with the support of Parliament.

Vocabulary

a parliamentary democracy	парламентская демократия
a constitutional monarch	конституционный монарх
to consist of	состоять из
a unitary state	унитарное государство
to reduce to writing	излагать в письменной форме
to have enactments	иметь законодательные акты
legislature and executive	законодательная и исполнительная ветви власти
a secular institution	светский институт/
be hereditary	наследственный
to reign , not rule	царствовать, а не управлять
to act on the advice of sbd.	действовать по совету кого-либо
to have one's own point of view on sth.	иметь свой собственный взгляд на...
a constitutional role	конституционная роль
as a head of state	в качестве главы государства
Powers	полномочия
to summon and dissolve Parliament	созывать и распускать парламент
to confer honours	присуждать почетные звания
to make appointments to all offices	назначать на государственные посты
to declare war / to make peace	объявлять войну / заключать мир
to owe much to...	обеспечиваться во многом благодаря...

Task 2 Read the article about administrative culture and report on its salient ideas.

Administrative Culture

For purposes of understanding public administration, we can think of culture as existing at three distinct levels: societal, political and administrative. It is necessary to point out that individual organizations in government will develop their own cultures (Parker and Bradley, 2000) Some organizational cultures, such as that of the British Treasury (Thain, 2004), may be very elitist, while others (many social service agencies) may be extremely participatory and allow workers and clients substantial influence over decisions. In addition, organizations may provide their members with the means of interpreting general social and political values, so that very strong organizations, for example elite military organizations, can obtain somewhat greater freedom from control by prevailing social norms or other organizations in government. Let us first look at several aspects of societal culture that affect the performance of administration. The first of these cultural elements is the very basic question of the acceptability of “bureaucracy” as a means of large scale organization in the society.

Reinhard Bendix (1956) made the distinction between entrepreneurial and bureaucratic societies. This did not mean that business leadership was particularly aggressive or creative, but rather that it was largely personal.

The administration of public policy in Great Britain appears to follow many of the same entrepreneurial principles. Despite the development of the complex bureaucracy in Whitehall, the manner of functioning of public administration appears to be decision making through bargaining and negotiation as much as through the bureaucratic imposition of authority. Even the Treasury’s pervasive authority over the public budget contains many elements of bargaining and negotiation.

The breakdown of the former Soviet Union, and the attempts of those countries to adapt to more democratic forms of management, has emphasized the existence of another style of administration. This might be termed a “control” system of administration. Rather than relying on individual initiative or the internal controls – hierarchy and law – of the bureaucracy, this form of administration is oriented toward using elaborate (and often extremely expensive) forms of external controls. For example, in most communist systems was compliance of the individual administrator, and an assurance of close conformity to the preferences of the dominant regime (Wilson, 1992). This style of administration appears to have been characteristic of Russia under the Tsars as well as under communism, and to have been exported to other countries under Russian influence, e.g. Poland (Obolonsky, 1999). It may still exist to some extent in the People’s Republic of China, North Korea and Vietnam.

As well as entrepreneurial, bureaucratic and control organizations, contemporary societies have been developing yet another type – the participatory organization. Rather than relying on the entrepreneurial actions of one or a few individuals, the authority of rules and structure, or on external controls, a participatory organization derives its energy from its members and their active involvement. This form of organization is central for voluntary organizations, but has been less common in workplace organizations. Further, as well as involving the members of the organization the participatory organization also involves its clients, or “customers”, and also attempts to use their information and commitment to improve the performance of the organization.

The rights and duties of civil servants derive from a variety of sources: penal codes, by which some breaches of discipline peculiar to civil servants are classified as offences; statutes which define the position of the civil servants; the general principles of the civil service which the government is bound to apply under the supervision of courts.

These rights and obligations vary from one country to another. Most States demand that the civil servant should devote all his time and effort to the service; in others however it is possible to follow a private profession and hold an official post at the same time. In Great Britain the civil servant is bound to observe a strict political neutrality and must resign if he stands for Parliament. In France, civil servants can enter Parliament without severing their connection with the civil service. Highly-placed civil servants, and officials belonging to certain services, such as the police, always have a much more limited freedom of opinion and action than those in subordinate or technical positions. In many countries, such officials as diplomats or soldiers cannot marry without authorization, and so on.

Nevertheless, however much the rights and duties of civil servants vary, they are always subject to a certain number of common rules, and in varying degrees their position is always different from that of a private law employee. The conditions of the employees are always affected by the public nature of their duties.

There are some obligations which only concern particular categories of officials: wearing uniform; paying caution money, in the case of public accountants; obtaining authorization to marry for diplomats and the military; residence in the place of work; not leaving one's place of duty without permission; not undertaking certain activities after termination of duties and so on.

These duties are more than just a catalogue of legal obligations. They form a real moral code for the civil service. The public nature of the civil servant's work lays on him wider duties whose aim is to guarantee the continuity in the working of the administrative service.

Legal provisions regulating working hours are not usually applicable to civil servants. Unless there is statutory provision to the contrary or special agreement by contract, the State is entitled to demand that its officials work overtime; in some countries, if the needs of the service require, it can even shorten or cancel holidays and leave.

The handbook for new civil servants issued by the British Treasury reminds the official that he is bound always to hold himself at the disposition of the administration. In most countries the duty to be always at the disposition of the service means that the civil servant is forbidden to take on other work.

The civil servant's freedom to resign his post is in every case subject to fairly strict formal rules. Some categories of officials can only be allowed to resign with the consent of the State. In every case, resignation will only be possible after a certain length of time and if it is tendered in due form.

It is undesirable however for the State to keep in its service, against their will, officials who want to leave.

Most countries today recognize and guarantee the worker's right to strike, but very few have extended it to civil servants. It does indeed seem difficult to reconcile the right to take strike action with the continuity which is needed in the administration.

If the civil servant is elected by the nation or appointed by the government, he must act in accordance with the mandate he has received or the orders he is given. The civil servant is never his own master.

Obedience should not however be either blind or absolute. Discipline can not be absolute in the sense of civil servants being bound to execute any order whatsoever. An official only owes obedience to superiors who have hierarchical power over him, and with respect to orders which directly or indirectly concern the work of the service. This point raises no problems, but it is

much more difficult to decide whether or not a civil servant is bound to obey an illegal order. In any case, obedience should never be servile.

Vocabulary

the rights and duties of sbd	права и обязанности кого-либо
to derive from	происходить от
A variety of sources	разнообразие источников
penal code	уголовный кодекс
breach of discipline	нарушение дисциплины
be peculiar to civil servants	быть нехарактерным для госслужащего
be classed as offences	классифицироваться как нарушение
A statute	законодательный акт / устав
to define a position	определять положение / должность
be bound to apply under supervision of courts	обязательно применять под наблюдением судебных органов
vary from	отличаться / различаться / варьироваться
to devote one's time and effort to sth	посвящать чье-либо время и силы ч-либо
to hold an official post	занимать официальную должность
to observe a strict political neutrality	соблюдать строгий политический нейтралитет
to stand for Parliament	выдвигаться в парламент
to sever one's connection with sbd / sth	порывать связь / отношения с кем-либо
highly-placed	высокопоставленный
to have limited freedom of opinion	иметь ограниченную свободу мнения
in subordinate position	в должности подчиненного
to marry without authorization	заключать брак без разрешения
Nevertheless	тем не менее
be always subject to sth	быть всегда зависимым от чего-либо
common rules	общепринятые правила
in varying degrees	в различной степени
A private law employee	работники частного права
public nature of obligations	общественный / публичный характер обязанностей
to concern particular categories of officials	касаться особых категорий служащих
to wear a uniform	носить униформу
to pay caution money	вносить залог
to obtain authorization to do sth	получить официальное разрешение на ...
residence in the place of work	проживание по месту работы
without permission	без разрешения
to undertake certain activities	предпринимать определенные действия
termination of duties	прекращение обязанностей
be more than just sth	быть больше, чем просто (что-либо)
legal obligations	законные обязательства
moral code	моральный кодекс
to lay duties on sbd	налагать обязанности на кого-либо
be (not) applicable to sth	быть (не) применимым в отношении ч-либо
the continuity in the working of sth	непрерывность в работе чего-либо
legal provisions	правовые / юридические положения
statutory provisions	законодательные положения
A special agreement by contract	особое соглашение по контракту

be entitled to demand that	иметь право требовать / настаивать, чтобы
to work overtime	перерабатывать (о времени)
to shorten / cancel one's leave	сокращать / прекращать отпуск
to remind sbd that...	напоминать кому-либо о том, что
to hold oneself at the disposition of sbd	быть готовым выполнять приказ кого-либо
to forbid to take on other work	запрещать заниматься иной деятельностью
to have freedom to resign one's post	обладать свободой для ухода в отставку
fairly strict formal rules	довольно строгие официальные правила
be allowed to resign with the consent of sbd	разрешать уходить в отставку с разрешения
A certain length of time	определенный срок времени
be tendered in due form	подавать заявление по соответствующей форме
be undesirable for sbd	быть нежелательным для кого-либо
be against one's will	против воли / желания кого-либо
to recognize one's right to do sth	признавать чье-либо право сделать что-либо
very few	зд. очень немногие
to extend sth to sbd	распространять что-либо на кого-либо
to reconcile the right to do sth.	согласовать право на что-либо
to reconcile sth with sth else	согласовывать/совмещать что-либо с ч-либо
with the continuity	с непрерывностью
be elected by the nation	быть избранным нацией / народом
be appointed by the government	быть назначенным правительством
to act in accordance with the mandate	действовать в соответствии с мандатом
to be blind	быть слепым
to owe obedience to a superior	быть обязанным слушаться своего начальника
with respect to orders	в отношении к приказам
to raise no problem	не считать проблемой
to obey an illegal order	выполнять неофициальный приказ
be servile	раболепный, низкопоклонствующий

Task 1 Pronounce the following words correctly

subordinate neutrality nature legal guarantee regulate
statutory whole owe serious consequence recognize
reconcile peculiar resign particular provisions applicable

Task 2 Give the Russian equivalents to the words above

Task 3 Match the words in bold with their explanations a – i

aim **army** **argument** **duty** **discipline** **obedience** **police** **right** **uniform**

a) training of the mind and body to produce obedience and self-control _____

b) the desired result of one's efforts; purpose, intention _____

- c) doing what one is ordered to do; willing to obey _____
- d) what one must do either because of one's job or because one thinks it right _____
- e) a reason given to support or disprove something _____
- f) the military forces of a country, esp. those trained to fight on land _____
- g) duty, necessity _____
- h) an official body whose duty is to protect people and property, to catch criminals, to make everyone obey the law, etc. _____
- i) a certain type of clothing which all members of a group wear, e.g. in the army _____

Task 4 Complete the sentences with the verbs in bold.

affect **apply** **demand** **devote** **express** **fulfill** **hold**
keep **obey** **observe** **recognize** **resign** **shorten** **vary**

1. The rights and obligations of civil servants _____ from country to country.
2. The government is bound to _____ general principles of civil service under the supervision of courts.
3. Most States demand that the civil servant should _____ all his time and effort to the service.
4. In Great Britain the civil servant is bound to _____ strict political neutrality.
5. The conditions of the work of civil servants are always _____ by the public nature of their duties.
6. The civil servant has the obligation to _____ the task entrusted to him.
7. The State is entitled to _____ that its officials work overtime.
8. If the needs of the service require the State can _____ holidays of its officials.
9. The official is always bound to _____ himself at the disposition of the administration.
10. Some categories of officials can only be allowed to _____ with consent of the State.
11. It is undesirable for the State to _____ in its service, against their will, officials who want to leave.
12. Most countries today _____ the worker's right to strike.
13. The civil servant should have a possibility to _____ his own point of view.
14. It is difficult to decide whether or not a civil servant is bound to _____ an illegal order.

Task 5 Write the English equivalents for these expressions.

	непрерывность в работе ч-либо
	правовые / юридические положения
	законодательные положения
	особое соглашение по контракту
	иметь право требовать / настаивать, чтобы.
	перерабатывать (о времени)
	сокращать / прекращать отпуск
	напоминать кому-либо о том, что
	быть готовым выполнять приказ
	Запрещать заниматься иной деятельностью
	обладать свободой для ухода в отставку
	довольно строгие официальные правила
	разрешать уходить в отставку с согласия / разрешения
	определенный срок времени
	подавать заявление в соответствующей форме
	быть нежелательным для кого-либо
	против воли / желания кого-либо
	признавать чье-либо право сделать что-либо

Tasks 6 - 7 Answer the questions about the text. You can make an outline plan using the text to develop your answer.

1. What sources do the rights and the duties of civil servants derive from?
2. What does the State demand from the civil servant?
3. What must the civil servant do in Great Britain if he stands for Parliament?
4. What cannot some officials do without authorization?
5. How does the position of the civil servant differ from that of a private employee?
6. What are the conditions of civil servants affected by?
7. What is the major obligation of the civil servant?

8. Do officials work overtime? Why (not)?
9. How can the state change the holidays and leave of its employees?
10. What does the duty to be always at the disposition of the service mean?
11. Is the civil servant's freedom to resign restricted? Why (not)?
12. Does the civil servant have the right to strike? Why (not)?
13. Is the obedience of the civil service absolute? Why (not)?
14. Is the civil servant bound to execute any order?
15. Who does an official owe obedience to?
16. Is a civil servant bound to obey an illegal order?
17. How can you explain in your own words that "obedience should never be servile"?
18. What are, in your view, the salient duties of civil servants?

Task 8 What do you find negative / positive in the rights and duties of the civil servant? Describe your view in ten sentences with an appropriate conclusion.

Task 9 You have twenty minutes to prepare for the task given below.

Make a list of ten clarification questions to ask your partner about the rights and duties of the civil servant on the basis of the text .
Exchange your list of questions with your partner.
Be prepared to answer these questions within another ten minutes.

Task 10 Write a paragraph of ten sentences to the text. Use the correct layout.

Task 11 Prepare an outline plan of your presentation on the subject of the text.
Use your plan to make a presentation within 5-10minutes.
Your presentation should be well-structured.

Unit 3

Management Development for Public Service Organizations

The aims of public service organizations

The aim of public services is to improve the quality of life of the general public. Many different types of goods and services are required such as fire protection, transport, post and telecommunications, education, health care, water, electricity and gas, recreation, etc. Whereas a private service company is governed by commercial interests, a public service company responsible for the provision of public services is heavily influenced by political and social priorities. At the consumer end, the objectives of a public service organization are social rather than commercial.

The aim of public service organizations is also to provide necessities to the public at large, some of which the public does not pay for directly. Where commercial companies usually focus on opportunities and innovation, public service organizations focus more on control and structure. This increases the time it takes an agency to carry out the routine and necessary steps to execute their programme missions. Such problems are particularly common in large government agencies because of their multiple layers of management review and approval.

In many countries heavy, bureaucratic structures are loosening up to give way to more functional, service-oriented structures. The shift in corporate thinking made many companies change from product-oriented to customer- and market-oriented approaches. Some public service organizations have followed suit. Public service professionals are having to reassess their approach to meet the demands of an increasingly aware general public for service satisfaction. Arguably, for the first time, they now consider themselves accountable to the public they serve.

The shift in thinking has led many public service organizations to take measures to improve the quality of their services. These not only include internal efficiency improvement measures, but also the “front line” contact with the public. For example, in the UK, certain police authorities are experimenting with psychology, behavioural and communication training for their officers. Another example is France Telecom which through frequent and systematic consumer surveys, is exploring the public’s present and possible future needs for services.

In spite of such initiatives, public service organizations on the whole retain their bureaucratic nature. Even though attempts are made to improve their accountability vis-a-vis the public, they remain largely monopolistic, with the environment in which they operate staying fairly stable overtime. These two factors – a high degree of monopoly and, as a result, lack of competition – make public service organizations resistant to change.

Bearing in mind that the pattern of activities of public service organizations is moving towards the same mode as commercial firms, that is becoming more adaptable and efficient – it seems highly desirable that they should move from bureaucratic towards managerial control as well.

The management of the Civil Service

The value of an administration depends to a great extent on the way its staff is deployed, badly or well according to the greater or lesser wisdom of the regulations and processes of allocation, promotion, secondment and so on. The use which is made of public servants can contribute also to their training and development. Lastly morale, and consequently efficiency, are always influenced favourably by the quality of the management to which the official is subject.

Personnel management is relatively simple when it concerns officials recruited to fill a specific post, who do not belong to any particular corps and are not in the career service. Where they are concerned there is normally no question of promotion, transfer or secondment; since they are

bound to the State by bonds identical or analogous to those of private law, their dismissal does not raise any special difficulties.

Personnel management is very complex on the other hand when it concerns career officials. The many problems which then arise can be grouped round the following questions, some of which concern non-career staff too:

- to what extent should personnel management be subject to general and compulsory regulation?
- to whom should it be entrusted?
- what considerations should guide the principal management measures?
- how can good human relations be established within the civil service?

Personnel management is that part of management concerned with the management of people at work. Most organizations have a specialist personnel department which gives support to managers and supervisors, who have direct responsibility for the management of people. There are a number of specialist management techniques which together comprise personnel management and varies greatly from one organization to another.

Management Codes

Personnel management may be left to the discretionary power of the administration with each minister and even each departmental head undertaking as he sees fit to post, promote and dismiss the civil servants working under him. This system does not necessarily lead to anarchy: the responsible authority may lay down for itself certain lines of conduct, but it is not obliged to do so and is always free to modify adopted practice. This freedom has certain advantages: it allows for a very flexible type of management, adapted to the circumstances and needs of the moment. But there are also grave disadvantages in this system, such as the risk of arbitrary procedures and of disparity of treatment between officials in different agencies. For this reason most States have codified the management of their personnel. This has been done with varying degree of strictness. In some cases they have been content simply to give each corps particular regulations fixing the conditions of promotion, secondment and dismissal. In others they have adopted general regulations, usually in statute form, which are implemented within this general framework by particular regulations.

The adoption of regulations- whether general or particular – does not in any case mean that the managing authority is deprived of all his freedom, since they may leave him a certain latitude in his decisions. The latitude varies according to the type of decision involved: thus for example posting of staff may be left free, while the conditions of promotion or dismissal will be laid down in great detail.

Some countries however, like Great Britain, have preferred not to tie the hands of the administration by too rigid a legal framework. Though management rules certainly exist in Britain, they are essentially based on accepted practice, a fact that makes it easier to adapt them to changing needs.

Vocabulary

be governed by interests	руководствоваться интересами
be heavily influenced by sth	поддаваться сильному влиянию ч-либо
social priorities	общественные приоритеты
at large	в целом / по большей части
to focus on sth	сосредотачиваться на ч-либо
multiple layers	многочисленные уровни
to loosen up	ослаблять
to give way to sth.	уступать дорогу ч-либо
to follow suit	следовать общему примеру
to reassess an approach	пересматривать подход
Arguably	можно утверждать, что / возможно
to consider oneself accountable to	считать себя ответственным перед к-либо
to bear in mind	иметь ввиду
processes of allocation	процессы распределения
(on) secondment	1. замещение 2. (в) командировке
to contribute to sth	вносить / делать вклад во ч-либо
Consequently	следовательно
be relatively simple	быть относительно простым
Analogous	аналогичный / схожий
management techniques	техника управления
discretionary power	предоставленная власть (на чье-либо усмотрение)
lay down for	устанавливать для (правила, законы и т.п.)
to modify adopted practice	менять принятую практику
grave disadvantages	серьезные недостатки
arbitrary procedures	арбитражные процедуры
disparity of treatment	различие / несоответствие отношения
Codify	кодифицировать
be content	довольствоваться / быть (само)довольным
in statute form,	в уставной форме
be deprived of	лишаться права чего-либо
to leave sbd a certain latitude in sth	предоставлять к-л полноту действий
rigid a legal framework	жесткие законодательные рамки

Task 1 Pronounce the following words correctly.
Translate the words into Russian.
Practise the correct spelling of the words.

quality	necessities	routine	execute	bureaucratic
arguably	measures	environment	managerial	multi-dimensional
ethics	authoritarian	psychology	discretionary	technique
secondment	contribute	consequently	favourably	bound
concern	compulsory	discretionary	disparity	latitude
rigid	anarchy	circumstances	authority	vital
abreast	numeracy	encourage	equality	access
available	expectation	measurement	significant	throughout

Task 2 Give the English equivalents to the expressions from the text.

- 1) снабжение, обеспечение чем-либо
- 2) первостепенное значение
- 3) приближение, подход к кому-либо
- 4) способность читать и писать
- 5) качество, которое можно развивать
- 6) окружающие обстоятельства
- 7) правила поведения
- 8) согласие, одобрение чего-либо
- 9) значительные усилия и инвестиции
- 10) неразрывно связано с обеспечением
- 11) обеспечить стратегическую основу
- 12) признавать важность обучения и повышения квалификации
- 13) поощрять обучение и предлагать равенство возможностей
- 14) определение стандартов
- 15) осуществление и модернизация плана повышения квалификации
- 16) требование лучшего качества
- 17) не отставать от достижений науки и техники
- 18) иметь надлежащие инструменты для выполнения работы
- 19) процветание и повышение благосостояния страны
- 20) выбранный по заслугам
- 21) играть жизненно важную роль
- 22) доступ к информации

Task 3 Render these sentences into Russian.

1. The aim of public service is to improve the quality of life of the general public.
2. Heavy bureaucratic structures are loosening up to give way to more functional, service - oriented structures.
3. The shift in corporate thinking made many companies change from product – oriented to customer and market - oriented approaches.
4. Public service professional are having to reassess their approach to meet the demands of an increasingly aware general public for service satisfaction.
5. The shift in thinking has led many public service organizations to take measures to improve the quality of their services.

6. The public service will always need managers who can harmonize political and economic objectives, balance the mix of resources and cope with the administrative constraints inherent in the public service environment.
7. Such managers will need to develop flexibility and openness to new ideas and concepts.
8. Senior civil servants will need to play a greater role in introducing new technology, providing a less authoritarian leadership, rapidly recognizing and concentrating on new problem areas.

Task 4 Read the sentences from the text and fill in the blanks with a suitable words.

1. The aim of the public service is to _____ the quality of life.
2. The private service company is _____ by commercial interests.
3. This _____ in thinking has led many public service organizations to take _____ to improve the quality of their service.
4. A high _____ of monopoly and, as a result, _____ of competition make public service organizations _____ to change.
5. France Telecom is exploring the public's present and possible future needs for services _____ frequent and systematic consumer survey.
6. The public service will always need managers who can _____ political and economic objectives, _____ the mix of resources and cope with the administrative _____ inherent in the public service environment.

Task 5 Use the information from the text to answer the questions below.

1. How does the text define the main aim of the public service?
2. What spheres of the public service require quality improvement?
3. What is the private service company driven by unlike the public service organization?
4. Why do public service organizations take increased time to carry out their programme mission?
5. Why are heavy bureaucratic structures loosening up?
6. How did the shift in corporate thinking change the approach of companies to doing their business?
7. Did the shift in corporate thinking made public service organizations move in the same way?
8. Why do public service professionals have to reassess their approaches?
9. What do these measures include?
10. Why do the attempts to improve the accountability of public service organizations remain insufficient?
11. What attempts should be made by public service organizations to become more efficient and adaptable to the present day service requirements?
12. What kind of management is needed to cope with administrative constraints inherent in the public service requirement?

Unit 4 Recruitment

The worth of an administrative system is determined primarily by the quality of its personnel. How they are selected is therefore of prime importance and greater even than in private enterprise.

In every organization the quality of the staff is an essential element in its efficiency, but this factor is perhaps more important still in the public service than in private enterprise because, the administration is concerned more often than not with tasks that are not economically profitable: justice, education, public health and so on. Profitability criteria are consequently inapplicable or difficult to make, hence the difficulty of determining the efficiency of each individual agent; further, administrative organizations are reluctant to impose severe sanctions, particularly that of dismissal. Normally, once an agent has entered the service he spends his career in it.

It is however only latterly that the recruitment of civil servants has been subject to compulsory regulations and based upon the personal quality and professional capacities of the candidates. For a long time – and this is still the situation today in some countries – appointments were determined principally by the desire of governments to reward services, and to have behind them ‘politically reliable’ collaborators. These ‘patronage’ practices have been abandoned for two main reasons, increasing concern with administrative efficiency and recognition of the right of all citizens to equal access to the public service. The recruitment of civil servants raises therefore not only a question of principle – free and entry to the profession - but also technical problems: what are to be conditions of recruitment? who is to recruit? how is recruitment to be organized? and so on.

Patronage practices are today unanimously condemned if not everywhere abolished. Many countries have even written into their constitution that principle of free and equal access for all citizens to public office that is laid down in Article 21 of the Universal Declaration of Human Rights: “Everyone has the right of equal access to public service in his country”.

This principle expresses the ideal of equality which most modern nations share. It corresponds also to the need in contemporary States to recruit a sufficient number of qualified civil servants by making the selection from as large a number of candidates as possible

But there are many countries which, temporarily or permanently, breach the principle of free and equal access to public office in favour of particular classes of people for whom posts are reserved or who enjoy priority in recruitment.

In the “reserved post” system, jobs in a certain category, or a certain percentage of them, can be given only to those persons who, for some special reasons, (e.g. they are veterans, widows, war orphans, etc.) have been included on a special list after their physical and professional qualities have been checked. In the recruiting priority system, those who benefit are required to undergo the same tests as normal candidates, but their marks are increased by the addition of bonus marks varying with different cases. The result is that their classification is raised which adds to their chances of success and speeds up their possible appointment.

The reasons for these privileges vary. At first they were intended not so much as a reward for services rendered as a means of encouraging recruitment to the lower ranks of the army by the promise of a secure future. Today they have become mainly social: in this way the nation is paying its debt of gratitude to the victims of war and to their relatives or is trying to give the physically handicapped a new start.

However justified these reasons may be, preferential recruitment may have serious consequences for the morale and the smooth running of the civil service.

Vocabulary

primarily	в основном
worth	ценность
personnel	персонал / штат сотрудников
enterprise	предприятие
private enterprise	частное предпринимательство
profitable	прибыльный, выгодный
inapplicable	непригодный
impose	налагать (обязательства)
subject	подверженный, подлежащий
collaborator	сотрудник
patronage	покровительственное отношение
unanimously	единогласно
abolish	отменять, уничтожать, запрещать
sufficient	достаточный
priority	приоритет, старшинство
consequence	(по)следствие
morale	моральное состояние
reluctant	неохотный
compulsory	обязательный
abandon	оставлять,

Task 1 Practise pronunciation of the following words and word combinations.

administrative	organization	profitability	efficiency	appointment
recognition	universal	declaration	permanent	require
encourage	preferential	the worth of	the quality	difficulty
determining	equal access	debt of gratitude	a question of principle	

Task 2 Read the sentences that follow and reproduce them orally without looking at them.

1. How they are selected is therefore of prime importance and greater even than in private enterprise.
2. Administrative organizations are reluctant to impose severe sanctions, particularly that of dismissal.
3. Appointments were determined principally by the desire of government to reward services and to have behind them politically reliable collaborators.
4. There are many countries which breach the principle of free and equal access to public office.
5. The recruitment of civil servants raises technical problems: what are to be the conditions of recruitment? who is to recruit? how is recruitment to be organized?
6. The reasons for privileges may be justified.
7. Normally once an agent has entered the service he spends his career in it.
8. Many countries have even written into their constitution the principle of free and equal access for all citizens to public office.
9. The reasons for these privileges vary considerably.
10. The recruitment of civil servants has been subject to compulsory regulations.
11. The nation is trying to give the physically handicapped a new start.

Task 3 Read these statements and decide if they are true or false. Correct the false ones.

1. It is the quantity of the staff that determines the value of an administrative system.
2. Principle of unequal access have been written into the constitution of many countries.
3. In the countries with the 'reserved post' system widows, war orphans and other particular categories of citizens have more chances of getting a job.
4. Quality of the staff is of minor importance in private enterprise than in the public service.
5. Today the reasons for the privileges are generally social.
6. Those candidates who have privileges have to undergo tests among themselves to prove their suitability for the post.
7. Public health, justice, education are far from being economically profitable public sectors altogether.

Task 4 Complete these sentences with the missing words.
All words are from the text. Fill them in the table below.

1. The quality of the staff is an (1) element in its efficiency.
2. Some of the enterprises are not (2) profitable.
3. In some countries (3) were determined by the desire of governments to reward services.
4. Today these principles have become mainly (4).
5. The recruitment of civil servants is based upon the personal quality and professional (5) of the candidates.
6. The principle of free and equal access to public office (6) the ideal of equality which most modern nations (7).
7. The principle of free and equal access for all citizens to public office is (8) down in Article 21 of the Universal Declaration of Human Rights.
8. Those who benefit, are required to (9) the same tests as normal candidates.
9. The (10) of an administrative system is determined by its personnel.

1.
2.
3.
4.
5.
6.
7.
8.
9.

Task 5. Complete the following sentences in your own way using the active vocabulary.

1. Patronage practices _____
_____.

2. The recruitment of civil servants _____
_____.

3. The principle of free and equal access _____
_____.

4. The worth of an administrative system _____
_____.

5. Even today some governments appoint _____
_____.

6. There are many countries _____
_____.

7. The selection of civil servants _____
_____.

8. In the “reserved post” _____
_____.

9. Physical and professional qualities _____
_____.

10. Contemporary states _____
_____.

11. The reasons for the privileges _____.

12. Preferential recruitment _____
_____.

Task 6 Summarize the text in 5-7 sentences. Choose one topic from a – c.

- a) Personal qualities and professional capacities of the candidates
- b) The recruiting priority system
- c) The worth of an administrative system

Task 7 Translate these sentences into English.

- 1. Важным элементом, обеспечивающим высокое качество персонала, выступает профессиональный отбор на государственные должности.
- 2. Отбор персонала на государственную службу основывается на личных и профессиональных качествах кандидатов.

3. Такие структуры государственной службы, как правосудие, образование и здравоохранение, не являются экономически прибыльными и поэтому требуют к себе особого отношения со стороны администрации.
4. Во многих странах и сегодня правительства производят назначения служащих на государственные должности, руководствуясь принципом «политической благонадежности».
5. Конституция многих стран гарантирует принцип свободного и равного доступа к государственной службе. Более того, этот принцип записан в Статье 21 Всеобщей декларации прав человека.
6. Принцип свободного и равного доступа к государственной службе поддерживается большинством стран.
7. Отбор кандидатов на государственную службу необходимо производить из большого количества кандидатов.
8. В некоторых странах существуют категории граждан, пользующихся преимуществами (льготами) при отборе на государственную службу.
9. Для людей, имеющих физические недостатки, предоставляется возможность испытать себя в новой сфере профессиональной деятельности.
10. Следует отметить, что способ отбора, при котором отдается предпочтение людям, имеющим льготы, может оказывать влияние на работу государственной службы.

Task 8 Ask questions on the italicized words.

1. Recruitment to the civil service is organized *centrally through the independent Civil Service Commission*.

2. *A particular feature of British government* is the sharp distinction between the political and non-political appointment.

3. The civil servant is recruited as a member of a corps, *to become a supervisor, an inspector, or an administrative officer*.

4. In the course of his career, the official carries out *a number of duties* which have little relationship to the job for which he was initially recruited.

5. Recruitment and conditions of employment aim at *providing career promotion and transfer* based on merit.

6. The civil service deals with such problems as *the status and role of civil servants, the rights and the duties, the discipline and the responsibilities of public servants*.

7. It is *the capacity of the personnel* that primarily determines the quality of any system of administration.

8. In Britain the civil service is *one of several public services*.

9. The civil service *is organized* on the basis of providing lifetime career for most of its staff.

10. The civil servants are trained after entry into the service *to do the actual work required of them*.

Task 9 Answer these groups of questions. You may prepare a note plan of your answer.

Group 1

1. What is the principle of selection in the Civil Service in Great Britain?
2. How does recruitment system work in the Civil Service of Great Britain?
3. Why does recruitment become 'external'?

Group 2

1. What is meant by 'internal' sources of recruitment?
2. What is the procedure of 'internal' recruitment'?
3. Does it solve the problems of recruitment completely?

Task 10 Describe advantages and disadvantages of sources of recruitment.

Source of recruitment	Advantages	Disadvantages
external		.
internal		
private enterprises		

Task 11. Render the text using the following words and phrases.

be based on; fair and open competition; be responsible for; an appointment; middle ranking and junior staff; to undertake; to employ; on behalf of; be encouraged; educational qualifications; at the end; to have disadvantages; to deal with; a private sector; a lengthy period of education; filling posts; a competition; professional examination; be admitted to a grade higher; solve the problem of recruitment; suffer a crisis; attract a greater number of candidates; make a start.

Revision questions:

1. What is the worth of an administrative system primarily determined by?
2. What kind of tasks is the administration concerned with in the public sector?
3. Why has the recruitment of civil servants been subject to compulsory regulations?
4. Why are 'patronage' practices unanimously condemned?
5. Why do many countries breach the principle of free and equal access to public office?
6. How can the 'reserved post' system be explained?
7. Why have the reasons for recruitment privileges become mainly social nowadays?
8. Can the reasons for preferential recruitment be justified?
9. Why are administrative organizations reluctant to impose sanctions on their agents?
10. What kind of questions does the recruitment of civil servants raise?

Task 8 Write a paragraph of 120-140 words. Choose one of the topics that follow:

- 1) The quality of the staff is an essential element in the efficiency of the public service.
- 2) Understanding the 'principle of free and equal entry to the profession'.
- 3) Privileges in the recruiting system for certain categories of people.
- 4) 'Patronage practices' - advantages and disadvantages (your own attitude).

Unit 5

Initiative and Organized Staff Participation

The civil servant's morale and efficiency are for large part closely bound up with the chance he has of showing initiative. Centralization of decision making in the hands of a very small number of officials condemns the others to a purely subservient role, which good officials do not readily take to.

Some administrations foster a spirit of initiative among their officials by encouraging them in various ways, especially by bonus payments, to improve the organization and working of their agency.

Employees often have good ideas for the improvement of work. If no formal channels are opened for the presentation of such ideas to the management, they are likely to remain confined to the invisible sphere of the employees' own mind. Private industry as well as government agencies are now introducing suggestion systems to give employees opportunities for presenting their ideas to the management.

Suggestion systems can be arranged in many ways. Experience indicates that some fundamental rules must be observed in order to make them a success. The top executives and administrators must take a genuine interest in the programme. Without such an interest it will be difficult to utilize the ideas. Without the control of an interested top leadership there is also a danger that some suggestions will not get proper attention. It is human that people take pride in their profession and trade. Therefore it may be difficult for an engineer to admit that a common labourer has a worthwhile suggestion in his field, and it may be difficult for a supervisor to accept the fact that one of his subordinates can find a short cut of which he himself has not been aware. We also have the human problem of conservatism, lack of imagination, and the sometimes almost religious adherence to old procedures. These hindrances must be overcome in order to ensure a fair dealing with the employee suggestions. Superintendence and open-mindedness of the top leaders are necessary: besides there should always be a suggestion committee with employee representation to decide on the suggestions handed in. The contributor should have the right to appear in person before this committee. Suggestions must be handled promptly and the receipt of a suggestion always acknowledged in writing. When a suggestion cannot be used, the reasons should clearly be stated to the contributor. Vague terms like "it will cost too much" or "it won't work" must be avoided. State explicitly the reasons why it will cost too much or why it will not work.

The rejection of suggestions must also be courteous: avoid hurting the contributor's feelings. Suggestions which have been accepted must be rewarded. This reward is often money, but can also be a diploma or another distinguishing symbol. In order to honour the contributors and to keep the interest in the suggestion system alive, there should be some publicity about rewards.

The personal influence of the hierarchical chief is of prime importance for establishing good human relations. It is not always enough, however, particularly when the numbers of staff in an agency are large. Officials also often want more than cordial personal relations: they want to be permanently and organically associated in the discussions of the problems which directly concern their work and careers. There is a need therefore for institutional procedures in which associations and unions of civil servants have an important part to play. This is a very recent phenomenon. For a long time the idea prevailed everywhere that relations between the State and its officials should be based exclusively on the principles of authority and obedience which were considered to exclude any participation by the staff in the running of the agency and in personnel management. In many countries this idea still dominates relations between the State and its civil servants. But in some countries staff participation in management does exist. It has two main forms. Official may take part either in determining the general rules governing the working of the agency which affect their personal situation, or in making the individual decisions affecting the career of each official.

Great Britain was the first country which adopted the system of staff participation in management and established the Whitley Councils in 1919. The purpose of these councils was:
 -to ensure the greatest degree of co-operation between the state as employer and the general body of civil servants in all matters concerning the Civil Service with a view to improving both the Civil Service and the lot of those employed in it;

-to provide machinery for looking into complaints and more generally to allow confrontation of the experience and different points of view of Civil Service representatives at the administrative, executive and manual levels”.

These committees function on three levels: national, departmental and local; they are composed half of management representatives, and half of staff representatives; their powers extend to all general aspects of the civil service: salary claims, organization of the probationary period, facilities granted to candidates for preparing for examinations, office lighting standards, noise-abatement in offices and so on.

One of the main features of the system is that when an agreement has been reached between two sides and has been approved by the Cabinet, it is mandatory. Agreements between the two sides of the National Whitley Council are rarely “reported to the Cabinet” unless they impinge upon a matter of national importance, e.g. pay policy. In fact, there are so many agreements reached, and often on such small matters, that reference to the Cabinet would be both impracticable and unnecessary.

Vocabulary

be closely bound up with sth	быть тесно связанным с ч-либо
condemn sb to sth	приговаривать к-либо к ч-либо
subservient role	роль подчиненного / исполнителя
foster a spirit of initiative	воспитывать дух инициативы
to be confined to sth	быть ограниченным ч-либо
take a genuine interest in	искренне интересоваться ч-либо
to utilize the ideas	использовать идеи
to get proper attention	получать нужное внимание
to take pride in sth	гордиться ч-либо
a worthwhile suggestion	стоящее предложение
to find a short cut	найти короткий путь / способ
lack of imagination	недостаток воображения
adherence to old procedures	приверженность старым правилам
to overcome hindrances	преодолевать препятствия
to ensure a fair dealing with sth	обеспечить справедливое отношение к
superintendence and open-mindedness	надзор и непредубежденность
to appear in person before sb	появиться лично перед к-либо
handle sth promptly	быстро справляться с ч-либо
receipt of a suggestion	получение предложения
acknowledge in writing	ответить в письменном виде
vague terms	неясные формулировки
state explicitly	ясно / понятно обосновать
rejection of suggestion	отказ от предложения
be courteous	быть вежливым
hurt sb's feelings	оскорблять чьи-либо чувства
distinguishing symbol	отличительный символ
keep the interest in sth alive	поддерживать живой интерес к ч-либо
publicity about sth	гласность / огласка по поводу ч-либо

cordial relationships	теплые отношения
obedience	повиновение, послушание
complaint	недовольство, жалоба
probationary period	испытательный срок
facilities	льготы, благоприятные условия
mandatory agreement	обязательное согласие
Impinge up on sth	сталкиваться из-за ч-либо
impracticable	невыполнимый

Task 1 Pronounce the following words correctly

importance	exclusively	executive	participation
particularly	departmental	associate	probationary
impracticable	unnecessary	mandatory	hierarchical

Task 2 Give the English equivalents of the following expressions

неквалифицированный рабочий	
поощрять инициативность	
высшие должностные лица	
кратчайший путь	
абсолютно зависимое положение	
приверженность религиозным традициям	
отклонение предложения	
проявление инициативы	
основополагающее правило	
рационализаторские предложения	
определение общих норм	
межличностные отношения	
принцип руководства	
индивидуальное решение	
внутриведомственные процедуры	
уменьшение шума в помещении	
испытательный срок	
норма освещения помещений	
политика оплаты труда	
требование зарплаты	

Task 3 Find the words in the text, which mean the following

obligatory by reason of a command; something built and activated to serve a particular purpose; expression of grief, regret, pain, censure of resentment; the act of confronting; the act of habit of obeying; power of right to command or act; purely subservient role; common labourer; religious adherence; superintendence

Task 4 Translate the following expressions into English

внутриведомственные процессы; руководитель; принцип руководства и повиновения; испытательный срок; политика в области оплаты труда; невыполнимые и ненужные решения; механизм предъявления жалобы; уменьшение шума; норма освещения помещения; установление хороших личных взаимоотношений;

Task 5 Make up your own sentences using the following word combinations

showing initiative	centralization of decision-making	a spirit of initiative
bonus payment	hurting contributor's feelings	to utilize the ideas
common labourer	publicity about reward	to take pride in profession
individual decisions	impracticable and unnecessary	dominate relations
pay policy	participation in management	principles of authority

Task 6 Answer the following questions to the text

1. How are the civil servants morale and efficiency bound up with showing initiative?
2. What brings to a purely subservient role of an official?
3. Why do government agencies introduce suggestion systems?
4. What qualities are necessary for the top leaders?
5. What is a reward for an accepted suggestion?
6. Why is the only personal influence of the hierarchical chief not enough for establishing good human relations?
7. What forms has staff participation in management taken?
8. What is the purpose and the functions of Whitley Council?
9. What is the main feature of the "organized staff participation" system?

Task 7 Present your arguments for and against suggestion system in the civil service Use the structure and the language of the presentation:

The main (dis)advantage of...	Most people don't agree, however ...
The first (dis)advantage of ...	Most people, on the other hand, disagree ...
One point in favour of...	To sum up ...
The greatest (dis)advantage of ...	In conclusion ...
One other (dis)advantage of ...	Finally ...

Task 8 Topics for discussion

1. Do you have a sense of initiative? Have you had any ideas generated for the last few years? Have these ideas been encouraged and implemented?
2. If you were a boss how could you encourage employees to come up with new ideas?
4. What should major management skills include?
5. Do your colleagues participate in the management of your department / council etc?
6. How do you understand principles of authority and obedience in the running of the department / council etc? What principles is your department / council based on?
7. How important is to treat the staff equally?

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