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E-EMPLOYMENT IN PUBLIC SECTOR

The research area of this paper is the electronic employment in public services. This paper analyses the employment process in public services through the functioning of Internet labour market, social and professional networks and a model of e-employment. The preview of the model of e-employment and activities for employment in public services are given. The application of the proposed model enables electronic control, processing and reporting related to realization of all employment procedures.

Keywords: public services; e-recruitment; social and professional networks; e-employment.

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ЕЛЕКТРОНЕ ПРАЦЕВЛАШТУВАННЯ У ДЕРЖАВНОМУ СЕКТОРІ

У статті досліджено процес електронного працевлаштування у державному секторі. Проаналізовано процес працевлаштування на державну службу через онлайн-ринок праці, соціальні та професійні мережі, представлено модель електронного працевлаштування. Описано схему дій у процесі працевлаштування через Інтернет. Запропонована модель передбачає онлайн-контроль, обробку даних онлайн та звітування щодо проведених працевлаштувань за даною схемою.

Ключові слова: державний сектор; електронний рекрутинг; соціальні та професійні мережі; електронне працевлаштування.

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ЭЛЕКТРОННОЕ ТРУДОУСТРОЙСТВО
В ГОСУДАРСТВЕННОМ СЕКТОРЕ

В статье исследован процесс электронного трудоустройства в государственном секторе. Проанализирован процесс трудоустройства на государственную службу через онлайн-рынок труда, социальные и профессиональные сети, представлена модель электронного трудоустройства. Описана схема действий в процессе трудоустройства через Интернет. Предложенная модель предполагает онлайн-контроль, обработку данных онлайн и отчёт о проведённых мероприятиях по трудоустройству по данной схеме.

Ключевые слова: государственный сектор; электронный рекрутинг; социальные и профессиональные сети; электронное трудоустройство.

Introduction

Employees in public services through their professionalism in service delivery and innovative practice contribute to higher quality of services and satisfying important needs of wider social community. The application of information and communication technologies (ICT) has facilitated the efficient realization of employment process in public services and caused changes in: the organization of employment, applied technology, the improvement of skills for their use and the objectives and content of the policy of acquiring human resources. The importance of public service and its value in the community were promoted by the United Nations in order to encourage young people to develop their career in the public sector.

Public services

Public services are the services that government provides to its citizens through the public sector or through providing private financing services. They can have char-

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acteristics of a public good, but they are generally goods that present services that are, according to prevailing social norms, underrepresented at the market. They are considered as services essential for the society. Providing public services means the possession of a high level of training and education of employees (Videnovic, 2006).

Public services are the organizations established to meet the specific needs of general interest and care for the general good, and as such should be determined by the law (Lilic, 2003). General interest is related to the factors that influence the society development. Precisely determined public interest, in accordance with certain legal norms, becomes a public or the interest of community (Kavran, 2003). Therefore, education, social and health care, scientific research, environmental protection and economic development are becoming the new models for regulation of community. The concept of public administration as a public service is based on the idea of totally ordered society, and at the same time, effects on reducing the social insecurity (Pusic, 1985). Determination of public administration as a public service (Tomic, 2002) implies strengthening the role of state. According to this, public administration presents one of the state's activities aimed at achieving the well-being of citizens by reducing the degree of coercion from government to citizens. Experts in public administration point out that public services are a much broader concept than public administration (Trbovic, Dukanovic, Knezevic, 2010; Kavran, 2003). Public services in the Republic of Serbia can be established by republic, an autonomous province, city, municipality and other legal and physical entity. The basic function of public services is to ensure reliable performance, reasonable prices and services under equal conditions for all clients (Law on Public Enterprises, 2012).

Public enterprises are established to carry out activities of common interest and are characterized by the fact that their products and services are mostly vital to community, and that they occupy a monopolistic position at the market. Directive of the European Commission 80/723/EEC (25 June, 1980) defines a public enterprise as "any enterprise over which public authorities undertake direct or indirect influence, either by virtue of ownership, whether based on legal documents upon which public companies operate" (Trbovic, Dukanovic, Knezevic, 2010; Commission 80/723/EEC, 1980).

Modernization of existing forms of public services organization, managerial philosophy and the use of digital technology, innovatively contribute to increasing the efficiency and the quality of public service delivery, which is often called "new public management" (Europe's Information Society, 2009). Digital technologies have enormous potential and could be used for our daily needs and as well as for addressing social challenges. Digital agenda focuses on the possibilities of ICTs in the provision of improved and more efficient services to citizens (Digital Agenda for Europe, 2013).

Improving public services, as people enablers, must consider some of the equally important fundamentals, such as resourcing and the supply of talented public servants. Also paramount is the development of skills to deliver higher quality services, and ensuring that leaders at all levels, whether political or managerial, are equipped with the abilities, aptitude and attitude to maintain a sharp focus on the citizens' needs (Moir, 2010).

Serbia has yet to reform and modernize its public service sector in the sense of moving from the authoritarian to democratic and participatory governance model. It

also has to ensure higher professionalization, citizens' participation and transparency of work. This process should upgrade the quality of organization and management, should make privatization possible, include competition, charge market prices whenever possible, and should include citizens in the process of services evaluation (Dordevic, 2011). The European Commission e-Government Action plan (Digital Agenda for Europe, 2013), the Digital Agenda for Europe and the Cloud Computing Strategy (Digital Agenda for Europe, 2012) under their different perspectives highlight the need for an evolution of public services towards the cloud in order to deliver innovative services (CIP, 2013).

Effective public services require changes in requirements and skills of obtaining new employees. Modern public administration emphasizes the knowledge and mutual learning of their employees and customers as a base for their operations in the future. For the purpose of continuously adapting to its users, public administration must be characterized by creativity, knowledge intensive, highly educated people, the willingness and ability of management staff and employees to learn constantly (Tepsic, Radivojevic, 2010).

The United Nations emphasizes the role of public servants in the community development process. The award UNDESA (the United Nations Department of Economic and Social Affairs) was established by the UN as the most prestigious international recognition of excellence in public service. The award aims to discover innovations in governance, to increase professionalism in public service, to improve the image of public service and to establish confidence in government.

E-employment in public services

E-employment is the collection and exchange of standardized electronic messages: between employers, job seekers and organizations for mandatory social insurance, in offer and advertising of vacancies, in application of job seekers on advertised job vacancies, in candidate selection and their registration on social insurance based on regulations (Mitrovic, 2008).

The globalization of labour market and the application of new technologies radically changed the treatment of human resources and the character of management. The concept of e-government had a significant effect on the way of thinking and working in the institutions of public services. Citizens have the right to participate in public affairs, and under equal circumstances, enter into public services and on public functions. E-employment processes in public services in the Republic of Serbia include:

- View of e-offers by public services;
- Collection of e-business biographies by job seekers;
- E-recruitment through social networks;
- Employment.

E-offers of jobs for employment in public services

Public services that offer jobs connect job seekers with the sources of work and employment. With e-advertising of the need for employment in public services, there is a great opportunity for job seekers to get faster and cheaper information on job offers. Offers of available jobs in public services can be advertised on a web site of a public service, on the website of the National service for employment and employment agencies, professional and social networks, the web sites of search engines etc.

E-business biography for employment in public services

For finding a job, it is necessary that the job seekers determine the way of professional career development in public services and possess a good knowledge of the virtual labour market. Finding a job in public services is easier and faster if they have a good business biography. Development of new communication methods such as YouTube, has been influencing the development of new rules and systems of communication.

Business biography can be presented in a interactive way which is professional and intended for a specific institution or a public company where job seekers compete. Presentation of job seekers of different occupations can be managed by video Curriculum Vitae (vCV) and Online Video CV.

E-recruitment through social networks for employment in public services

Social networks enable social interactions and networking among people (Boyd & Ellison, 2007). They are becoming an important tool for connection and communication between job seekers and interested public services for new employees. Professional network service is a kind of social network services which is exclusively focused on business nature interaction. Famous examples are LinkedIn, Viadeo or XING.

Facebook is a global social networking site where users can be public companies or agencies that have a need for new employees or individuals who promote their profiles. Facebook has developed many business applications. BranchOut is one of them which facilitates seeking and sorting friend and their friends by businesses. It enables the possibility of seeking friends inside a company, searching business ads, revealing internal relationships and development of a personal profile. It is used by over 30 mln users who have the possibility of importing data from their LinkedIn accounts (Dawson, 2005).

LinkedIn is the largest and best-known global professional network that is business oriented. It allows users find the best talents for their organizations, to distribute job ads etc. Only persons older than 18 years can be registered on this network. LinkedIn provides professional services of recruitment and enables the advertisement of jobs and their search by keyword, country and postal code. For institutions and public services LinkedIn provides expansion of their influence, while for job seekers it enables the creation and presentation of a profile with professional achievements and recommendations from previous employers, clients and colleagues to employers through a common network.

Google+ presents a potentially growing social network. In record time, 60 mln users are registered and there is a tendency to attract a large number of recruiters and companies.

According to new research of Bullhorn, a global leader of recruitment software, almost 98% of job applicants were recruited through social networks. LinkedIn continues to be top site for finding job candidates. Social networks which recruiters often use for sourcing candidates are: LinkedIn – 97%; Facebook – 51%; Twitter – 49%; Google+ – 19.1%; Pinterest – 3.6% (Doyle, 2013).

The public employment services (PESs) of the European Union/European Economic Area provide services through the network of more than 5 ths local employment offices with more than 100 ths staff offering services to job seekers and employers. Public employment services actively collaborate at European level to improve their services. They are partners in the EURES in order to facilitate mobili-

ty across national borders at European labour market and, as such, are the key contributors to this European Job Mobility Portal.

Today, all European PES are web present. Many core government services are also available online. The following online services are the most popular among the PES in Europe: job search (online in 93.8% of the countries), obtaining labour market information (84.4%), understanding what benefits the job seeker is eligible for (75%), providing listings of documents required when applying for benefits (68.8%) (Lorincz et al., 2010). Putting more public services online helps cut costs of public administrations and also reduces red tape.

Model of e-employment in public services

This model presents a new model of organization that uses ICTs in the segment of employment within public services (Figure 1).

Structure of the e-employment model in public services is consisted of: structure, elements, processes, logical blocks generated according to processes and their groups, DB (databases – common and specialized databases), common and derived documents (input, additional, control, managerial and reporting) (Mitrovic, 2011). There are 5 blocks within the model:

- BLOCK 1:
 - * Defining needs for human resources in order to fill available job positions in public services.
- BLOCK 2:
 - * E-determination of sources for human resources in public services.
- BLOCK 3:
 - * E-notifications of needs for employment in public services.
 - * E-advertisement of needs for employment in public services.
 - * E-application of job seekers to public services.
- BLOCK 4:
 - * Online selection of potential candidates.
- BLOCK 5:
 - * E-application of an employee for mandatory social insurance.

BLOCK 1 model. Defining needs for human resources on available job positions in public services can be conditioned by: founding new public service, introducing new technology, developing new services, some employees' quit, death and others. Beside quantitative factors, many qualitative factors are important for future development of a public service. It can be expressed in the level of expertise, skills, professions, working experience, organizational units and functions. Filling available job positions can be temporary or for a long period. It depends on a type of job. When an employer define a document "Proposal for filling job positions", it is important to check if the document is in accordance with regulation rules. Model for e-employment implies this document to be sent to top management of a public service.

BLOCK 2 model. Very often in public services there are some jobs that can't be covered with existing staff. Firstly, an employer investigates if there are human resources within a public institution to execute a job. If this employer concludes there are no appropriate resources for this job, he/she decides to recruit human resources from the outside of the public institution. Particular jobs in public services can be filled only through a public contest.

The model of e-employment in public sector proposes finding adequate HR using appropriate databases. Integrated database about potential candidates from National service for employment, employment agencies, professional and social networks; databases about potential candidates via web sites of search engines; the database of Serbian scientists abroad; the database of young talents; the database of persons with primary, secondary school or graduates; the databases on the persons with specialized certificates, licences (lawyer, doctor, engineer etc.); the database of the graduates from the centre of career development.

BLOCK 3 model. E-employment model implies that employers apply their needs for employment in public services to adequate institutions using electronic means of communication. In order to apply for employing new employees, an employer inserts data about their needs in the integrated database on the needs for employment.

In order to employ an employee according to the rules, an employer should publish a call for a job. Public announcement is a state requests. E-advertisement should contain all important facts on a job position. The model of e-employment in public services proposes announcing a need for employees in public sector through various channels: the web site of National service for employment, the web site of employment agency, professional and social networks, a web site of an employer, a web site specialized for employment, online advertisement, online public media.

For the purpose of defining the process of employment within the model of e-employment, an e-Questionnaire about a candidate is created. The questionnaire is based on Europass-CV in the form of e-Application for job (hereinafter: e-Application). E-Application enable systematic, chronically and flexible presentation of qualification, knowledge and abilities. The application consists of mandatory and optional questions. It includes the following categories (Directive 2004/109/, 2004): personal data, working experience, education and specialization, skills, knowledge and abilities, and one or more e-appendices.

E-Application can be submitted by any potential candidate. Creating the database about job seekers contributes to faster and easier collection, recording, storing, processing, exchange and usage of information. Data on potential candidates from e-Applications can be used only in employment process (Code of business ethics, 2006). Usually, when submitting an e-Application, candidates should provide their data related to: job position they apply for, time of advertisement publication and proofs that they fulfil the requirements of a particular application.

HR managers act proactively on social networks and professional sites and databases (Block 2 of the model). They look for the data about job seekers. After finding appropriate candidates, they introduce them to the available job positions, requirements and conditions. The candidates interested in employment get instruction for filling the e-Application.

Advantages of e-Application in comparison with the standard application via CVs, summaries and biographies are: easier and faster collecting, recording, storing, sorting and processing of data about candidates; cutting down unnecessary data; more efficient selection of potential candidates; flexibility – the possibility to add some data and attachments to E-Application (personal documents, certificates, messages etc). Potential candidates can control and follow the status of their e-Applications via the web site of public service.

BLOCK 4 model. Due to a large number of highly competent candidates at the labour market and different methods of selection, online selection of candidates for employment in public services becomes very important. HR managers have the main role in the process of candidate selection. Their role is multiple. For carrying out selection, a public service can engage consultants and specialists. The criteria of their selection must be clear and transparent. The criteria should be shown in the form of specification, i.e. description of an ideal candidate. The most used criteria for the selection are: the level of education, professional qualification, working experience, personal characteristics, skills and knowledge within a specific area (Lewis, 1985; Torrington, Taylor, 2004).

Based on the documentation from a potential candidate, the first phase in the selection can be done. In this phase e-Applications from the candidates that do not fulfil job position request can be removed from further analysis. The e-list of potential candidates should be created, too. The candidates that have entered the list are provided with guidelines for online selection. In order to carry out the e-selection, public service and potential candidates should be equipped with communication means (Internet access, mobile phones etc.). If a public service doesn't have adequate infrastructure to conduct the e-employment process, it can outsource these activities to specialized organizations for e-employment. For candidates that don't achieve good result in some of the following phases, the employment procedure stops. Candidates should be given detailed explanations.

In order to determine and measure capabilities and characteristics of potential candidates for doing particular jobs, employers usually use tests. It is of the highest importance, that these tests are organized and conducted by competent experts. Test commonly used in employment process are the following: tests of specific abilities, the test of mechanical abilities, the tests of sensor and psychomotor abilities, personality tests, creativity tests, tests of knowledge and interests (Przulj, 2011).

Online test measure potential of a person for their development in general and specific area. Candidates that have working experience are frequently tested by online tests in order to assess their knowledge and to determine in which extent their knowledge is in compliance with job position requirements. Selection process can be simplified if candidates have certificates, such as ECDL (European Computer Driving Licence) and TOEIC® (The Test of English for International Communication) for non native English speakers. The areas covered by knowledge tests are: law, accounting, finance, business skills and management, computer, foreign languages, mathematics etc. Beside online knowledge test, personality tests can be used as well for job positions intended for managers, specialized jobs and jobs for graduated persons.

Advantages of conducting testing via Internet are reflected in: cheaper and efficient way of testing candidates without the need for printing materials, easy way for questions update, as well as faster reporting. Constraints are primarily related to: security, results of selection, unauthorized usage of the materials and authors' rights (Maravic, 2005).

After the tests are finished, an interview between employer and potential candidate should be carried out using a web camera, videoconferencing, Skype or mobile phone. Employer provides potential candidates a DVD-video with guidelines on doing interviews. Through the interview, candidates get detailed information on

available job positions in public service and the conditions of employment. An interview could be carried out at various levels. The first interview is usually organized by an HR manager. The second interview is led by the Selection Commission. The last one is usually held by employers from public service.

When choosing candidates, it is very important to take candidates' interests for doing particular types of jobs into account. After the document for final choice of the candidate has been created, an e-contract about work is prepared. E-contract is sent to the candidate via e-mail. After concluding an employment contract, HR manager notifies the candidate about the time they will start working. The same information should be sent to the person who will introduce a new employee. Public services can employ candidates for a trial period in order to cut down risks for the wrong candidate choice. Entering employment in public service is the final activity in the process of candidate selection. Human resources manager creates e-record for the new employee, opens e-mail, provide access to documents, files, application, e-mail etc.

BLOCK 5 of the model. In order to provide rights for an employee, the HR manager fulfils forms (e-Application for: start or termination of an employment, insurance, health insurance) and forwards it to appropriate organizations – National service for employment, Fond for pension and disabled persons insurance and the main branch for health insurance. Organizations register rights of a new employee from their jurisdiction. Then, the qualified document is sent to appropriate public service to store in E-records of the employee.

Analysis of possibilities of the proposed model of e-employment in public services

To determine if the activities of employment process in public services can be carried out electronically, it is necessary to examine the possibilities for: electronic implementation of activities from the hiring process, defining the equipment for performing tasks, linking employment entities in business performance and data protection. Assessment tasks in the recruitment process should identify the elements which can be clearly done electronically. The assessment should confirm whether the current practice in the recruitment process is done in the best way, or whether there are some tasks and activities that can be identified and adapted to e-business practices.

The model of e-employment in public services, described in this paper, represents a new concept of employment in public services. The model implements modern scientific and technical knowledge from the management of human resources, ICTs, standards applied in developed countries, and local regulations in the field of employment. It can be applied with the use of modern ICTs, use and exchange of standardized documents in electronic form, the application of electronic signatures and the use of cryptographic mechanisms for protection. The implementation of the proposed model of e-employment in public services should enable all stakeholders of an employment process better, faster, cheaper and safer procedures, with less efforts and mistakes. E-employment model can be easily applied to any organizational structure and hierarchy of a public service (from local, regional to the national level).

Conclusion

E-government presents the use of the Internet or other electronic systems to simplify and facilitate communications with public services. With the application of information and communication technologies, public services are becoming a professional, efficient, flexible and more transparent.

In this paper special attention is dedicated to the modelling of e-employment process in public services. E-employment in public services is analysed from the aspect of the functioning of the Internet labour market and the application of this model for e-employment. The concept of e-employment in public services enables more efficient implementation of the employment process with the reduction of costs, starting from procedures, up to the decision-making on the selected candidates for a job. For job seekers, it enables quick and easy search in the databases of available jobs, filling e-Application by certain criteria and online testing.

Because of the electronic realization of all employment processes, the proposed model enables the optimization of e-employment processes which can be exerted under the control of the organizational unit for human resources. As a result of the optimization of e-employment processes, the circulation of paper documents, the number of direct contacts, telephone and other types and forms of communication with job seekers are reduced. The developed model of e-employment in public services can have significant usage value, because it can be used to introduce order and rationalization of parts of public services that deals with compulsory social insurance in the Republic of Serbia.

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