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## PROFESSIONALIZATION IN THE SPHERE OF PUBLIC ADMINISTRATION IN THE CONDITIONS OF GLOBALIZATION

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*The article discusses current trends and components of public administration in the conditions of globalization processes taking place in global politics, economics, demography, culture and management. The attention is paid to the global challenges that accompany not only management, but also life in general in modern world. The professionalization is proposed as a scientific basis for public administration, necessary and undeniable condition for training specialists-managers of different levels taking into account modern factors, including global impacts and risks, development of the system. Important is the involvement of professionally trained specialists (in quantitative and qualitative composition) in the structure of human resources management system of public service. These professionally trained specialists shall be able to motivate each employee regarding development and accumulation of intellectual capital and best use of professional skills, abilities and practical skills to achieve the objectives of the public sector in the context of building a democratic social legal state and civil society. It is concluded that civil society organizations and business representatives should be involved in this process in order to improve the efficiency of the civil service, local governance, generalization of the state of compliance with legislation and the development of proposals to improve it, the use of intellectual and administrative potential of the state, the system of training, retraining, training and professionalization of staff in Ukraine.*

**Keywords:** public administration, challenges of globalization, professionalization, state administration, public management, local government, business administration, work of civil society organizations.

**Karpenko S. Profesjonalizacja w sferze administracji publicznej w warunkach globalizacji**

*W artykule przedstawiono aktualne kierunki rozwoju i elementy administracji publicznej w warunkach procesów globalizacji, zachodzących w światowej polityce, ekonomice, demografii, kulturze, zarządzaniu. Poświęcono*

uwagę wyzwaniom globalnym, które obecne są nie tylko w sferze administracji, lecz w ogóle w życiu współczesnego świata. Profesjonalizację przedstawia się jako naukową podstawę zarządzania publicznego, niezbędną i bezsporną warunek przygotowania specjalistów-administratorów różnych szczebli, z uwzględnieniem współczesnych czynników, w tym także globalnych oddziaływań i ryzyk dotyczących rozwoju systemu.

**Słowa kluczowe:** administracja publiczna, wyzwania globalizacji, profesjonalizacja, zarządzanie państwem, menedżment państwowy, samorząd terytorialny, zarządzanie w biznesie, działalność związków społecznych

**Карпенко С. Професіоналізація у сфері публічного управління в умовах глобалізації**

У статті розглянуто актуальні напрями та складові публічного управління в умовах процесів глобалізації, що відбуваються у світовій політиці, економіці, демографії, культурі, управлінні. Приділяється увага глобальним викликам, що супроводжують не тільки сферу управління, але й загалом життя сучасного світу. Професіоналізація пропонується як наукова основа публічного управління та необхідна і незаперечна умова підготовки фахівців-управлінців різних рівнів з урахуванням сучасних факторів, у тому числі й глобальних впливів та ризиків, розвитку системи.

**Ключові слова:** публічне управління, виклики глобалізації, професіоналізація, державне управління, державний менеджмент, місцеве самоврядування, управління бізнесом, діяльність громадських об'єднань.

**Карпенко С. Профессионализация в сфере публичного управления в условиях глобализации**

В статье рассмотрены актуальные направления и составляющие публичного управления в условиях процессов глобализации, происходящие в мировой политике, экономике, демографии, культуре, управлении. Уделяется внимание глобальным вызовам, которые сопровождают не только сферу управления, но и жизни в целом современного мира. Профессионализация предлагается как научная основа публичного управления и необходима и неоспоримое условие подготовки специалистов-управленцев разных уровней с учетом современных факторов, в том числе и глобальных влияний и рисков, развития системы.

**Ключевые слова:** публичное управление, вызовы глобализации, профессионализация, государственное управление, государственный менеджмент, местное самоуправление, управление бизнесом, деятельность общественных объединений.

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## **Introduction**

The current system of public administration covers a wide range of objects and can be generally described and divided into sections (areas) using a number of criteria and analytical features. The most important analytical features are exogeneity and endogeneity components. Taking into account this approach, the entire system is divided into governance of national level and multi vector regulation of public governance and administration.

These components create the environment in which independent areas are public administration, local government, business management and work of civil society organizations. Under such conditions of management activity's exercise in public administration sphere requires new approaches in training and professionalization of specialists. Growing importance of international activity and globalization processes necessitates the consideration in this a particular direction, which is risk management at all management levels.

## **Analysis of recent research**

The indicated problem took one of the primary places in the world political and managerial discourse in the end of the last century. Such foreign authors as R.Behn, T.Hebler, K.Hud, D.Kettl, Y.Kooiman, L.Linn, L.Morhunov, D.Osborn, H.Piters, K.Pollitt, R.Rodes, L.A. Salamon and others have made a significant contribution to the development of theoretical and practical aspects of change and adaptation of public administration system in the context of globalization. However, this topic has not been the subject of a special analysis in the works of Ukrainian scientists for a long time. Still, some of its aspects and components were considered in the works of O.Bilorus, R.Voytovych, V.Martynenko, Y.Obolenskiy, M.Shepelyev, V.Yurchyshyn and others. In particular, this applies to professional level of implementation of public administration in all directions, and the importance of global changes in the modern environment.

## **Research goals**

Goals of this article are:

to determine the nature and main components of public administration in the context of globalization;

to define influence, significance and direction of professionalization of administrative activity;

to reveal the contents of new approaches and practical models of the public as the mainstream direction of administration in the context of strengthening the operating capacity of the Ukrainian state;

to pay attention to the features of the functioning of public administration system in Ukraine under conditions of globalization and to ensure its quality implementation through the professionalization of administrative activity.

## **Results**

Globalization changes have led to structural transformation of power systems and mechanisms, have highlighted problems of traditional administrative and bureaucratic concepts of both public administration and local government. The pressure of factors of globalization forces governments to look for alternative directions of administrative activity that should be adapted to a qualitatively new state of the world system. The emergence of new theoretical and practical models of public administration, including the “new public management”, the theory “of social and political networks” and the concept of a new way of management “governance” became the response to modern challenges. The success of implementation of reforms in Ukraine will largely depend on the experience of global transformation movement, particularly in the public sector.

The risk is a measure of danger to the life of citizens, the functioning of the economy in a commonly accepted practice worldwide. The application of risk rate will allow comparing the effects of harmful and dangerous factors of different nature and different species, to identify the integral degree of danger of any object of systems, technologies, project, activity, process and so on considering the contribution of each individual factor.

It is likely that the process of safety management may include identification of risk factors, risk assessment, and risk management. Therefore, it is necessary to disclose these figures as the process of their rationing. The risk is recognized as a negative inalienable feature of any human activity. The identification of risk factors involves identifying all sources of danger (threats), events initiating accidents, emergencies or even war, describing the object and existing remedies, possible scenarios of the course of events and their ranking. A risk assessment is a key element of determining the level of danger, because this is a process of determining the level of the probability of adverse events (accidents) during certain period and magnitude of impacts on human health, property and natural environment. Risk management is a necessary condition for effective management of modern complex systems such as “man - technical system - environment”. The main system of this activity is the determination of adequacy of preventive measures to ensure the stability of the dangerous object to external influences and the optimal allocation of scarce material and financial resources, especially human resources. All of this is the inherent in the exercise of public administration. Therefore, problem of the influence of globalization processes on the system of public administration require further fundamental research.

Ukraine builds civil society and it is democratic, constitutional state. The tasks are complex, the effects both external (military aggression) and inter-

nal (resistance of system, corruption) are significant, time resource is limited. Therefore, the path is difficult and thorny.

The main goals and objectives of state institutions that appear and operate in the country, are the following:

- to ensure the immutability of the constitutional system,
- to create conditions for the development of open civil society,
- to protect rights and freedoms of human and citizen, as well as the sustainability of state authorities and local governments according to the tasks, authorities and jurisdiction on constitutional grounds.

At the same time public administration should be aimed at ensuring sustainable progressive development of the country, the needs of society, gradual integration of the country into the European community and taking its rightful place in the global community.

The globalization is a modern and general global trend, in which every state is involved in even without wanting it. The question is not whether a country enters a single international system of states, but rather what place it will take in this system. One option is that the country will take its place closer to the center, with high quality of life and being the subject of these processes and being able to influence them. Another option is that the country will remain near a Single World Civilization that will influence the development rather by enhancing exchanges and deepening problems than mitigating and / or contributing to their solution.

A place that will take Ukraine in today's global system of states depends entirely on the quality of public administration, its directions, ideological content and professionalism of implementation. The main areas of public administration should become state governance, local governance, activity of public organizations and business component as the foundation of economic development of Ukraine. At the same time, the implementation of ideas and principles of NGOs in the practice of public administration and the creation of a system of socialization of Ukrainian citizens becomes important. This includes both political and global direction that in conditions nowadays-existing uncertainties, challenges and risks becomes extremely important, because the basis of highly developed and powerful state is primarily its politically conscious, globally and positively thinking citizens.

There are directions of implementation of public administration that are most relevant in terms of modern management approaches. In particular, these are systematic and globalization approaches, in which government agencies and local governments should focus for proper and acceptable integration of Ukraine into a new world community.

In this case, the reforms carried out in recent years should become systematic and comprehensive. Reforming the entire civil service and local governance, systems of their governance as part of public administration should be an inalienable part of them, namely the improvement of human resources, the creation of the renewed, powerful and capable state apparatus, the formation of a professional, politically neutral and reputable public service.

The facts suggest that the process of service in the state bodies and local government bodies consists of a number of key points, which together constitute the process of public servant's stay in office. Typically, social institution of passing the civil service comprises of recruitment and selection of personnel, their training, and relocation of employees in the service, assigning them categories, ranks and promotion of their work, grounds for termination of public service.

As stated in the regulation on the public service, the appointment to public office is a legal act of the competent public authority or official, who determines the time of official permission for the servant to carry out certain official functions, responsibilities and rights assigned to the post. Governmental authorities and public officials within their competence in compliance with the established procedure for filling posts of a category make the appointment.

The world experience of personnel management in recent times is introduced increasingly in the practical activity of international organizations. Therefore, we will consider the direction of improving human resources management based on the experience of foreign companies.

The research of issues related to the management of personnel in countries of market economy allows identifying several areas of socio-economic incentives and regulatory measures at the level of the state and public organizations or companies:

- economic support of education and research from public and private funds;
- comprehensive support to staff development, the introduction of the system of continuous training;
- subordination of curriculum to the objectives of implementation of innovative policies, enhance the innovation culture of personnel;
- improve incentive systems that promote effective work and commitment of personnel to continuous staff training and the development of innovation.

Thus, the principles and methods of management emerge as important factors improving the efficiency of senior staff of public service, based on which highly talented and experienced senior staff will be able to achieve success in the process of management.

The classification of principles of civil service on basic and specific, management methods on administrative, organizational - administrative, legal, economic, social - psychological and moral - ethic is based on certain grounds. The effectiveness of their application in the civil service is objectively determined by the compliance with general laws of development of state and its institutions.

The research results of leading international and Ukrainian scientists and modern management experience confirms irrefutable growing role of the human factor in the implementation of administrative activity at all levels.

The investment in human resources, personnel work and professionalism become a long-term factor for competitiveness and development of any organization.

Enhancing the role of staff and changes in attitudes of heads and managers to him/her are due primarily to global and profound changes in industrial, economic, political, cultural and other spheres of life.

With this in mind, in today's conditions, namely, the increase of the risks, the actualization of uncertainties factors, the growth of competition, the struggle for resources at all levels etc. the questions of restructuring the management system, personnel management, and redefining the role of staff, increasing its professional training and professionalization of activity become particularly important in the system of public administration.

Personnel management becomes more important as a factor of increasing the competitiveness and long-term development. Most experts formulate the modern concept of human resource management rather widely. Stressing differences on the measurement of efficiency (a more comprehensive use of the potential of employees, rather than cost minimization); based on control (self-control, external control, including the public); the predominant form of organization (organic, flexible form of organization, not a centralized bureaucratic); publicity of the activity, availability of services and so on.

Today, personnel departments should implement many functions with the aim of real increasing the impact on human resource in practice in the operation and development of bodies of public service. Such construction of personnel departments allows administration to actually manage this important resource and solve complex problems of improving the efficiency of both separate organs and execution of tasks by public administration system.

Currently, most efforts (by time spent) of personnel departments should be directed to the analysis of the labor market, the improvement of labor relations, the selection of candidates for vacant positions, the development and implementation of curricula and continuing education programs, methods of assessment, certification and motivation of personnel. However, the professional level of

specialists of personnel services must be increased in accordance with the modern concept of human resources management in the public service bodies by including in their composition positions of psychologists, specialists in personnel management, training methods and so on.

An important element is to concentrate attention on intellectual specialization of employees of public authorities, not just the specialization of tasks. Intellectual specialization contributes to the enrichment of labor of civil servants and local government officials, reducing the time spent on execution of tasks that are routine.

Important management tasks are to develop human resources capable to provide under conditions of globalization and the knowledge economy: a stable development of civil society and the state; a full execution of tasks and functions of the state and local communities at the appropriate professional level; the formation, implementation and termination of a public service relations between employees of public sector and its agencies; professionalization and regular advanced training of personnel of public service under the terms of the operation and development of the state in view of global threats and challenges. Besides important is the involvement of professionally trained specialists (in quantitative and qualitative composition) in the structure of human resources management system of public service. These professionally trained specialists shall be able to motivate each employee regarding development and accumulation of intellectual capital and best use of professional skills, abilities and practical skills to achieve the objectives of the public sector in the context of building a democratic social legal state and civil society.

### **Results**

Problems of the impact of globalization processes, accompanied by a large number of uncertainties and risks in the system of public administration require further fundamental research.

Civil society organizations and business representatives should be involved in this process the most widely in order to determine ways, means and forms of realization of the main directions of state policy in sphere of public service, joint efforts of the public authorities to improve the efficiency of the civil service, local governance, generalization of the state of compliance with legislation and the development of proposals to improve it, the use of intellectual and administrative potential of the state, the system of training, retraining, training and professionalization of staff in Ukraine.

A proper place should take the following among the priority areas of rationalizing governance of public service:

the issue of civil service and service in the bodies of local governance, personnel selection with the application of the mechanism of rotation, trans-



parency in career development based on deployment of personnel reserve, the implementation the testing procedure during the examination in the process of competition for the positions of civil servants;

the implementation of preliminary selection mechanism for inclusion of civil service positions into the reserve with the involvement of staff assessment centers formed in the management of the civil service;

the involvement of young people into the public service and securing people, who have an experience and a positive assessment of their activities; adaptation of young civil servants, planning their careers, solving social problems.

Strengthening the institutional capacity of executive agencies required for the adaptation of national legislation with the European Union is possible only through:

the use of institution building instruments;

the provision of adaptation of public service to the EU standards;

the improvement of the system and structure of executive authorities by introducing a transparent mechanism for continuous updating of the register of public functions and the register of provision of public and municipal administrative services.

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