

УДК 35.088.6:005.591.4



DEVELOPMENT OF AN IN-SERVICE TRAINING SYSTEM FOR CIVIL SERVANTS AND LOCAL SELF-GOVERNMENT OFFICIALS IN UKRAINE USING THE INCREMENTALIST MODEL

M. S. Orliv,

Ph.D in Economics, Doctoral Student of Parliamentarism and Political Management Department, National Academy for Public Administration under the President of Ukraine, Ph.D Student, Public Administration Institute for Turkey and the Middle East

This article explores the features of usage of rationalist, incrementalist and the so-called third models in decision-making. The relevancy of applying the incrementalist model for the development of an in-service training system for civil servants and local self-government officials in conditions of civil service modernization in Ukraine is justified, taking into account the results of implementation of the Concept of its Reformation in 2011-2014.

Provisions of the new Law of Ukraine "On Civil Service" and drafts of subordinate regulatory and legal acts aimed at the development of an in-service training system, and features of introduction of the mechanism for strategic planning of professional and personal development of civil servants in context of their implementation are analyzed. Measures aimed at reducing shortcomings of the incrementalist model, an important role in the implementation of which is given to the National Academy of Public Administration under the President of Ukraine, are proposed.

Key words: in-service training system development, incrementalism, rationalism, civil service modernization, civil servants, local self-government officials, professional and personal development.

M. С. Орлів,

кандидат економічних наук, докторант кафедри парламентаризму та політичного менеджменту, Національна академія державного управління при Президентові України, Ph.D студент, Інститут державного управління Туреччини і Близького Сходу

РОЗВИТОК СИСТЕМИ ПІДВИЩЕННЯ КВАЛІФІКАЦІЇ ДЕРЖАВНИХ СЛУЖБОВЦІВ І ПОСАДОВИХ ОСІБ МІСЦЕВОГО САМОВРЯДУВАННЯ ЗА ІНКРЕМЕНТАЛЬНОЮ МОДЕЛЛЮ

У статті досліджено особливості використання раціональної, інкрементальної та так званих третіх моделей у процесі прийняття рішень. В умовах модернізації державної служби України обґрунтовано доцільність застосування інкрементальної моделі розвитку системи підвищення кваліфікації державних службовців і посадових осіб місцевого самоврядування з урахуванням результатів реалізації Концепції її реформування в 2011–2014 рр.

Проаналізовано положення нового Закону України "Про державну службу" та проекти підзаконних нормативно-правових актів, що спрямовані на розвиток системи підвищення кваліфікації, а також особливості запровадження механізму стратегічного планування професійного й особистісного розвитку державних службовців у контексті їх імплементації. Запропоновано заходи щодо зменшення недоліків інкрементальної моделі, важлива роль у реалізації яких відводиться Національній академії державного управління при Президентові України.

Ключові слова: розвиток системи підвищення кваліфікації, інкременталізм, раціоналізм, модернізація державної служби, державні службовці, посадові особи місцевого самоврядування, професійний розвиток, особистісний розвиток.

M. С. Орлив,

кандидат экономических наук, докторант кафедры парламентаризма и политического менеджмента, Национальная академия государственного управления при Президенте Украины, Ph.D студент, Институт государственного управления Турции и Ближнего Востока

РАЗВИТИЕ СИСТЕМЫ ПОВЫШЕНИЯ КВАЛИФИКАЦИИ ГОСУДАРСТВЕННЫХ СЛУЖАЩИХ И ДОЛЖНОСТНЫХ ЛИЦ МЕСТНОГО САМОУПРАВЛЕНИЯ ПО ИНКРЕМЕНТАЛЬНОЙ МОДЕЛИ

В статье исследованы особенности использования рациональной, инкрементальной и так называемых третьих моделей в процессе принятия решений. В условиях модернизации государственной службы Украины обоснована целесообразность использования инкрементальной модели для развития системы повышения квалификации государственных служащих и должностных лиц местного самоуправления с учетом результатов реализации Концепции ее реформирования в 2011–2014 гг.

© Orliv M. S., 2016

Проанализированы положения нового Закона Украины “О государственной службе” и проекты подзаконных нормативно-правовых актов, направленные на развитие системы повышения квалификации, а также особенности внедрения механизма стратегического планирования профессионального и личностного развития государственных служащих в контексте их имплементации. Предложены мероприятия по сокращению недостатков инкрементальной модели, важная роль в реализации которых отводится Национальной академии государственного управления при Президенте Украины.

Ключевые слова: развитие системы повышения квалификации, инкрементализм, рационализм, модернизация государственной службы, государственные служащие, должностные лица местного самоуправления, профессиональное развитие, личностное развитие.

Problem definition in general and its connection with important scientific and practical tasks.

In 2011, the Concept of Reforming the In-service Training System for Civil Servants, Local Self-Government Officials and Members of Local Councils (further – in-service training system) was approved by the Order of the Cabinet of Ministers of Ukraine [1]. Unfortunately, for the last 4,5 years, besides modernizing the content of educational programs, essential progress in this area has not been achieved [2, pp. 20–21].

On May 1, 2016, the new Law of Ukraine “On Civil Service” [3] entered into force. It introduces innovative approaches to civil service management and foresees its modernization, but does not define clear mechanisms for reformation and regulation of the in-service training system.

After getting acquainted with drafts of subordinate regulatory and legal acts developed by the National Agency of Ukraine on Civil Service as of May 1, 2016, it becomes clear that at the current stage the emphasis is placed on recruitment of personnel, evaluation of results of civil servants’ official activities, in-service training on European integration, etc., but not on complex reforming of the in-service training system. Perhaps, in contrast to the approach used in 2011, the in-service training system will be developed by the incrementalist model.

Analysis of recent researches and publications. The issues of the development of the in-service training system in Ukraine have been studied by N.Honcharuk, V.Hoshovska, L.Danylenko, Yu.Kovbasyuk, N.Nyzhnyk, V.Oluyko, L.Pashko [4-8] and others scientists. The results of their theoretical and empirical researches are very important for government regulation of the in-service training system and its improvement [2]. However, current problems of introducing effective approaches for the in-service training system development under conditions of a political and a financial crises in the context of the implementation of the new Law of Ukraine “On Civil Service” require further research.

The purpose of the article – to justify the relevancy of applying the incrementalist model for the in-service training system development in the context

of civil service modernization in Ukraine and to propose measures aimed at reducing its shortcomings.

Exposition of main material. *I. Rationalist, incrementalist and the so-called “third” models in decision-making.* Rationalistic approach to decision-making foresees the application of such algorithm:

- goal definition;
- analysis of the problem, its current state and environment;
- development of alternative options to achieve the goal;
- definition of criteria and methods for alternative options evaluation;
- evaluation of alternative options and defining the optimal decision.

Rationalistic approach has a comprehensive, systematic and clearly prescriptive character, and therefore offers a number of advantages:

- justification of management decision, taking into consideration the amount of resources needed for its implementation;
- well-defined algorithm for decision implementation which is understandable for performers;
- clear criteria for achieving the goal.

Even though rationalistic approach optimizes the decision-making process, firstly, it abstracts this process from the “imperfect” political practices and ignores the fact that it is difficult to predict the future impact of external environment (this is important in making strategic decisions, developing strategies and concepts). Secondly, human intelligence and rationality are limited, therefore individuals can not make completely rational decisions. Thirdly, we agree with D. Stone concerning pragmatism in policy-making, which tends toward the avoidance of costly innovation or departures from routine practice, and either the marginal alteration of existing policies or reactive policies to problems that have already arisen [9, p. 6].

The first two arguments were taken into account in Simon’s “bounded rationality” theory, who proposed the term “satisfying decision” instead of the “optimal decision”. However, this also did not solve the basic problems of the rationalistic approach, which has been widely criticized, because it is unattainable

and seen as utopian. In particular, researchers pay attention to the following disadvantages:

- it neglects the range of political variables, which limits the extent of choice available in the light of the power of relevant vested interests;
- it represents the planner's dream, but in the real world ends are not that clear, decisions are not that neat and evaluation is not that systematic;
- it seen as too rigid in drawing sharp distinctions between ends and means, values and decisions, and facts and values;
- it is appropriate only to those limited kinds of bureaucracy where the executive is given very precise guidance [10, pp. 198–199].

In contrast to the rationalistic approach C. Lindblom has proposed an incrementalist model of decision-making, which is often described by the term “muddling through” [11, pp. 517–526]. This model foresees the beginning of decision-making not with the definition of some goal, but with the policies currently in force. The title of the model came from the term “increment”, which means a gradual augmentation or strengthening of some process. Therefore incrementalism policy-making is essentially remedial, it focuses on small changes to existing policies rather than dramatic fundamental changes [12, p. 10].

Incrementalist model has undergone significant changes since its formation, but its main features are the following:

- under conditions of scarcity of information, time and other resources the previous detailed analysis of the general problem is not as important as in the rationalist model;
- in decision-making it is important to take into account the existence of different (often contradictory) interests of individuals and groups, but not to predict the best decision among all options under conditions of permanent uncertainty;
- the objective of analysis is to identify the marginal solution that provides improvement of the problem situation, rather than its radical change;
- in decision-making the main problem should be divided into components and solved by using small steps of the trial and error method;
- instead of separation of results and means, it is necessary to proceed from their unity and mutual adaptation.

Thus, if normative modeling dominates in Simon's “bounded rationality” model, the descriptive analysis of the contradictions and competing parties prevails in Lindblom's incrementalist model. At the same time, unlike a pluralistic approach, the possibility of democratic decision-making and an abundance by the

principle of “partisan mutual adjustment” are viewed skeptically.

An important argument in favor of using the incrementalist model in public administration is that a model of “good decision-making” should be adjusted to the political realities. However, like a rationalistic approach, the incrementalist model was also criticized, in particular because of the following disadvantages:

- it provides subjective and situational approach in decision-making without using the system of criteria for evaluation of decisions and without clear bureaucratic hierarchy for their concord;
- its application does not provide for radical innovative changes, therefore it can lead to standstill or even stagnation [13, p. 29; 14, pp. 102, 155].

Criticizing the incrementalist model, some scientists also argue that it is extremely costly. In particular, G. Smith and D. May claim that “although the costs of rational decision making are high the costs of failing to explore radical alternatives to existing policies may be even higher” [10, p. 202]. In our opinion, such generalization is inappropriate, if it is not grounded on the results of empirical research. In addition, the criteria for evaluation of the decision-making model should be efficiency and effectiveness, but not just the amount of costs.

However, scientists consider that incrementalism just like rationalism turned vulnerable from the theoretical and practical sides. To minimize their weaknesses and use the advantages they have developed a number of “third” approaches, the most successful of which are Dror's “normative-optimum model” and Etzioni's “mixed scanning approach”.

Particularly, Y. Dror has built a normative-optimum model based on the rationalistic approach and proposed the following innovations:

- to apply extra rational components (emotion, motivation, etc.) to the rationalistic approach;
- to combine a prescriptive and descriptive approaches in the normative-optimum model that reflects reality and at the same time focuses on the implementation of a chosen political course;
- to introduce into the decision-making model the dominant values of society, which are accounted for making all public decisions by politicians and top executives.

At the same time, Y. Dror emphasizes the necessity to improve the organizational structure and optimize the management process by implementing results of scientific research and information technology. However, through the introduction of extra rational components the usage of this model is, firstly, extremely time consuming, and secondly, requires a

high level of emotional intelligence of a subject who makes decisions [15, pp. 199–201].

In contrast to Dror's technocratic model, the mixed scanning model foresees decision-making by an active society, rather than the political elite and bureaucrats. A. Etzioni identifies two types of policy decisions: fundamental (strategic) and incremental (routine and short term). He prefers neither rationalism nor incrementalism. Although, in his opinion, small steps can ensure significant change, following the incrementalism concept these steps may "lead to nowhere on a circle". Therefore, the main features of the mixed scanning model are the following:

- analysis begins with a wide horizontal scanning across the problem rather than a detailed analysis, in order to identify the most important areas of the problem, after this the rationalistic approach of analysis of alternatives in each selected area of the problem is used;

- in decision-making preference is given to normative and affective factors (values and emotions), rather than logical and empirical factors.

A. Etzioni claimed that "each of the two elements in mixed-scanning helps to reduce the effects of the particular shortcomings of the other; incrementalism reduces the unrealistic aspects of rationalism by limiting the details required in fundamental decisions, and contextuating rationalism helps to overcome the conservative slant of incrementalism by exploring longer-run alternatives" [16, p. 390]. However, from a theoretical point of view, we can agree that even though the mixed-scanning model reduces disadvantages of rationalist and incrementalist models, it, in fact, does not enhance the efficiency of decisions in public administration, because, on the one hand, it does not consider the impact of all factors related to less important areas of the problem (which remain neglected), and, on the other – is not able to predict political realities, which will arise directly in the process of decision implementation (it is the main advantage of the incrementalist model).

Consequently, the rationalist model (which is normative, prescriptive) and the incrementalist model (which is explanatory, descriptive) are 2 main but opposite models of decision-making which have significant advantages and disadvantages. Therefore they were subjected to wide criticism. However, the so-called "third" models can not be recognized as more effective and universal.

At the same time, we do not agree with the opinion of scientists who claim that the incrementalist model cannot be used in the process of reforms

implementation. Therefore, further in this paper the usage of the incrementalist model under uncertainty in decision-making regarding the development of the in-service training system will be analyzed.

II. Preconditions for reforming the in-service training system in the context of modernization of the civil service in Ukraine. The main problems that caused the necessity of modernization of civil service in Ukraine are the following:

- non-transparency of procedures of persons' enrollment into civil service and their further career progress;

- low level of civil servants' professionalism and their ability to implement reforms;

- ineffectiveness of existing mechanisms for assessment of civil servants;

- lack of prestige of the civil service, high level of corruption and low quality of public services.

To solve these problems, the new legislation foresees fundamental changes aimed at modernizing the civil service (including measures to limit the power and authority of politicians and heads of public authorities), including:

- clear demarcation of political positions from the civil service;

- introduction of a new classification of civil service positions;

- improvement of the mechanism for civil service management;

- new approaches to personnel recruitment and appointment to positions of all categories based solely on the results of transparent competitive selection (which includes testing, interviews and other types of assessment);

- new requirements for qualifications and professional competence of civil servants;

- implementation of competency models for human resource management;

- new approaches to evaluating official activities on the basis of indicators of effectiveness, efficiency and quality;

- annual planning of professional competence development of each civil servant based on the evaluation results of his/her official activities;

- other innovations.

It is evident that realization of these tasks is impossible without reforming the existing system of in-service training. However, the legislature have not provided clear mechanisms for its implementation. Perhaps, the unsuccessful experience of implementation of the Concept of Reforming the In-service Training System for Civil Servants, Local Government Officials and Members of Local Councils was taken into account. Because this Concept

was implemented partially¹ and did not provide for comprehensive innovative changes in the functioning of the in-service training system.

To ensure the reforming and effectiveness of further government regulation of the in-service training system it is necessary to take measures:

- to implement “lifelong education” for civil servants, a system of motivation for professional and personal development, and also the relationship between in-service training and promotion;
- to introduce effective forms and methods of professional and personal development of civil servants;
- to implement the assessment system of civil servants’ professional competence and results of official activity;
- to create a competitive environment in the market for in-service training;
- to regulate the preparation of teachers and trainers for institutions engaged in the in-service training system;
- to ensure the control over effectiveness of services of in-service training.

III. Analysis of normative legal acts aimed at the development of the in-service training system in Ukraine. While analyzing the provisions of the Law of Ukraine “On Civil Service”² which concern the in-service training, the following issues should be emphasized:

According to article 48, the necessity of increasing the level of civil servant’s professional competence is determined by his/her immediate supervisor and personnel department of public authority on the basis of results of evaluating his/her official activities, which is held annually. At the same time, the periodicity of in-service training is not less than once every three years. These provisions of the law are very general and do not solve the problem of introducing “lifelong education”, motivation for professional and personal development.

Mentoring is one of the most effective methods for professional and personal development. Therefore, there was a separate article “Organization of mentoring for civil servant” in the draft version of the law, which has passed the first reading in the parliament in 2015. However, in the adopted law this article is absent. It is

¹ The problem of the status of educational institutions of the in-service training system is not resolved, and also their network is not optimized; the motivation mechanism and the link between in-service training and promotion are not introduced; a competitive environment in market for in-service training is not created; the united web portal for distance learning is not established, etc.

² Draft of Law of Ukraine “On the Service in Local Self-Government” as of May 1, 2016 just passed the first reading in the parliament. In the part of in-service training its provisions are fully agreed with the current new Law of Ukraine “On Civil Service”. Therefore, in this paper the references will be made only on norms of the latter.

only noted that the order of internship is determined by the National Agency of Ukraine on Civil Service [17]. Other types, forms and methods of in-service training are not regulated by this law.

The assessment system should include both assessment of civil servants’ professional competence and evaluation of results of official activities. If the latter can be carried out by immediate supervisor based on the indices of effectiveness, efficiency and quality (according to article 44), for the assessment of the level of the civil servants’ professional competence it is necessary to create independent assessment centers in all regions of the country. However, their creation is not mentioned in the law.

The law does not specify the subjects of in-service training provision, but in contrast to the previously existing procedure, according to article 48 the heads of civil service at public authority are granted the right to purchase services from legal entities and individuals, regardless of their form of ownership. Thus, an important prerequisite for the development of a competitive environment in the market for in-service training is established. However, the mechanism for regulation of quasi-market is not defined.

There is nothing in the law about preparation of teachers and trainers for in-service training system, and mechanisms for controlling the effectiveness of the in-service training system’s functioning.

Consequently, the Law of Ukraine “On Civil Service”, which was accepted in conditions of a political and a financial crisis, does not specify ways of solving the problem of development and ensuring the effectiveness of functioning of the in-service training system, although it contains a chapter on “Professional career” and such articles as “Increasing the level of professional competence of civil servants”, “Individual program of increasing the level of civil servant’s professional competence”, “Evaluation of results of official activities”. Such approach is quite logical, because these issues can be gradually (in the process of modernization of civil service) regulated by subordinate regulatory and legal acts.

As of May 1, 2016, in order to develop the in-service training system the National Agency of Ukraine on Civil Service has worked out such drafts of orders of the Cabinet of Ministers of Ukraine³ as:

“On approval of the Strategy of Training and In-service Training of Public Servants in European Integration by 2021 and adoption of the Action Plan for its implementation”;

“On Approval of Typical Requirements for Professional Competence of Civil Servants of “A” Category”.

³ <http://nads.gov.ua/page/proekty-aktiv-zakonodavstva>

The importance of these documents at the current stage of Ukraine's integration into the EU and renewal of power is difficult to exaggerate, therefore they were worked out among the first. However, the draft of the Strategy is more of a list of tasks and measures than actually the strategy, because the plan of its implementation is not divided into stages and each measure will be implemented during 2016–2021 (this makes intermediate control over its execution difficult). At the same time, besides the development of new training programs the Strategy does not provide any innovations.

In addition to these projects, the National Agency of Ukraine on Civil Service has developed the form of "Individual program of increasing the level of professional competence", which meets the requirements of the Law of Ukraine "On Civil Service", but does not imply strategic planning of professional development, that is the main condition for the introduction of lifelong education.

In the first half of 2016 the implementation of the mechanism for strategic planning of professional and personal development of civil servants is ineffective because at the state level the following measures must be taken firstly:

- development and implementation of new profiles of civil service positions;
- development and implementation of a new methodology of civil servants' annual assessment (after identifying the shortcomings relevant amendments should be introduced into methodical guidelines);
- determining the methodological principles of organizational and individual development, and also development and approbation of appropriate guidelines;
- introduction of training seminars for heads of personnel departments of public authorities on planning and organization of professional development of civil servants;
- introduction of "Individual program of increasing the level of professional competence", approbation of the form developed by the National Agency of Ukraine on Civil Service, its improvement and approval as a legal act;
- introducing amendments (including the results of implementation of items 1-5) to "Provisions on System of Training and In-service Training of Civil Servants and Local Government Officials" that was approved by the Order of the Cabinet of Ministers of Ukraine as of July 7, 2010 № 564 (or, if necessary – development of a new regulatory act);
- introduction of training seminars for civil servants on planning professional and personal development;

- introduction of a strategic approach to planning organizational and individual development in public authorities to ensure continuous and lifelong education;

- introduction of mechanisms of planning for promotion, based on the results of professional development, etc.

All these measures should be implemented simultaneously with the development of subsystems' assessment, monitoring and analyzing educational needs, introduction of innovative forms and methods of in-service training, etc. Thereby, all areas of the in-service training system will be closely linked and contribute to mutual inter-development (in this case the usage of the mixed-scanning model is inappropriate). Therefore, there will be a continuous and reciprocal relationship between them and their means and ends. Moreover, the problem of ensuring the efficient functioning of the in-service training system will be constantly subject to redefinition of tasks in light of new needs of the civil service modernizing.

Concerning the usage of the rationalistic approach, it should be noted that just like the normative-optimum model it does not ensure the effectiveness of regulation of in-service training system development at the current stage (as opposed to the incrementalist model), because, firstly, it is necessary to approbate innovative measures adopted to modernize the civil service, and refine legal framework of its functioning, taking into account shortcomings which will be discovered in the future.

Conclusions and prospects for further research. The usage of the incrementalist model for the in-service training system's development in the context of the modernization of civil service in Ukraine at the current stage provides the following main advantages:

- reduction of large risks associated with strategic decision-making under uncertainty (as it was with the adoption of the Concept of Reforming the In-service Training System for Civil Servants, Local Government Officials and Members of Local Councils in 2011);
- provision for opportunities for maneuver in decision-making, depending on the effectiveness of implementation measures aimed at modernization of the civil service (for instance, if on the basis of the rationalist approach a decision would have been made to reform the network of educational institutions, and then – to introduce amendments to the Law of Ukraine "On Civil Service" regarding categories of civil servants, then thereafter it will be necessary to make changes to all licenses of educational institutions on in-service training);

– creating conditions for the initiation and implementation of changes in the in-service training system and its subsystems (in particular, by the National Academy for Public Administration under the President of Ukraine, which provides scientific and methodical support of its activities).

At the same time, to reduce the disadvantages of the incrementalist model it is necessary to introduce effective mechanisms for regulation of educational institutions of the in-service training system during the implementation of each incremental decision. For solving this problem the following measures should be realized:

– to increase the status of the Coordination Council of the National Academy for Public Administration under the President of Ukraine on providing methodical assistance to educational institutions of the in-service training system;

– to develop and implement national standards of in-service training in accordance with the Methodical Recommendations for Developing Uniform Standards of In-service Training of Civil Servants and Local Government Officials, which was prepared in 2012 by the Institute of In-Service Training for Senior Executives [5].

References

1. The Cabinet of Ministers of Ukraine (2011), the Order “On the Approval of the Concept of Reforming the In-service Training System for Civil Servants, Local Self-Government Officials and Members of Local Councils” of as of November 28, 2011 № 1198-p, available at: http://search.ligazakon.ua/l_doc2.nsf/link1/KR111198.html
2. Orliv, M. (2015), “Organizational and Legal Aspects of Government Regulation of In-Service Training for Senior Executives Employed in Public Authorities and Local Self-Governments”, *Visnyk Natsional’noi akademii derzhavnoho upravlinnia pry Prezydentovi Ukrainy*, vol. 3, pp. 19–26.
3. The Verkhovna Rada of Ukraine (2015), the Law of Ukraine “On Civil Service” as of December 10, 2015 № 889-VIII, available at: <http://zakon3.rada.gov.ua/laws/show/889-19>
4. Tolstoukhov, A., Nyzhnyk, N. and Honcharuk, N. (2010), *Derzhavne upravlinnia v Ukraini: formuvannia ta rozvytok: monohrafiia* [Public Administration in Ukraine: Formation and Development: monograph], Monolyt, Dnipropetrovsk, Ukraine.
5. Hoshovs’ka, V., Danylenko, L., Larina, N. And Orliv, M. (2012), *Metodychni rekomendatsii z rozrobky iednykh standartiv pidvyschennia kvalifikatsii derzhavnykh sluzhbovtsiv ta posadovykh osib mistsevoho samovriaduvannia* [Methodical Recommendations for Developing Uniform Standards of In-service Training of Civil Servants and Local Government Officials], National Academy for Public Administration under the President of Ukraine, Kiev, Ukraine.
6. Kovbasyuk, Yu. (2012), “Training of Senior Executives as a Part of Personnel Policy”, *Analitika i vlada*, vol. 6, pp. 11–16.
7. Nyzhnyk, N., Oluyko, V. and Yatsyuk, V. (2003), *Derzhavnyj sluzhbovets’ v Ukraini: udoskonalennia pidvyschennia kvalifikatsii (orhanizatsijno-pravovyj aspekt)* [Civil Servant in Ukraine: Improving of In-Service Training (Organizational and Legal Aspects)], Publisher National University “Lviv Polytechnic”, Lviv, Ukraine.
8. Pashko, L. (2011), “Professional Education for Civil Servants and Local Self-Government Officials: Acmeological Approach”, *Visnyk Natsional’noi akademii derzhavnoho upravlinnia pry Prezydentovi Ukrainy*, vol. 3, pp. 77–84.
9. Stone, D. et al. (2001), *Bridging Research and Policy. Background paper presented for An International Workshop Funded by the UK Department for International Development, Warwick University, Radcliffe House, July 16–17.*
10. Smith, G. and May, D. (1993), “The Artificial Debate Between Rationalist and Incrementalist Models of Decision Making”, *The Policy Process*, edited by Hill, M., Great Britain, pp. 197–211.
11. Linblom, C. (1979), “Still Muddling, Not Yet Through”, *Public Administration Review*, vol 39, 6, pp. 517–526.
12. Sutton, R. (1999), “The Policy Process: An Overview”, Working Paper 118, Overseas Development Institute, London.
13. Grindle, M. and Thomas, J.W. (1991), *Public Choices and Policy Change: The Political Economy of Reform in Developing Countries*, The John Hopkins University Press, Baltimore and London.
14. Jansson, D. and Taylor, S. (1978), “Search Activity in Social Agencies: Institutional Factors That Influence Policy Analysis”, *Social Service Review*, vol 52.
15. Orliv, M. (2015), “Aspects of the Emotional Intelligence Development of Senior Executives of Public Authorities”, *Yevropejs’ki pryncypy i standarty pidhotovky publichnykh upravlintsiv: oriientyry dlia Ukrainy* [European Principles and Standards of Training of Public Managers: Guidance for Ukraine], *Materialy schorichnoi naukovo-praktychnoi konferentsii za mizhnarodnoiu uchastiu* [Materials of the Annual scientific and practical conference with international participation, National Academy for Public Administration under the President of Ukraine Kyiv, Ukraine, November 5–6, 2015, pp. 199–201.
16. Etzioni, A. (1967), “Mixed-scanning: A “Third” Approach to Decision-Making”, *Public Administration Review*, vol 27, 5, pp. 385–392.
17. The National Agency of Ukraine on Civil Service (2016), the Order “On Approval the Procedure of Internship for Civil Servants” as of March 3, 2016 № 48, available at: <http://zakon5.rada.gov.ua/laws/show/z0439-16>