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## **A SOCIAL SCIENCES**

AA	PHILOSOPHY AND RELIGION
AB	HISTORY
AC	ARCHAEOLOGY, ANTHROPOLOGY, ETHNOLOGY
AD	POLITICAL SCIENCES
AE	MANAGEMENT, ADMINISTRATION AND CLERICAL WORK
AF	DOCUMENTATION, LIBRARIANSHIP, WORK WITH INFORMATION
AG	LEGAL SCIENCES
AH	ECONOMICS
AI	LINGUISTICS
AJ	LITERATURE, MASS MEDIA, AUDIO-VISUAL ACTIVITIES
AK	SPORT AND LEISURE TIME ACTIVITIES
AL	ART, ARCHITECTURE, CULTURAL HERITAGE
AM	PEDAGOGY AND EDUCATION
AN	PSYCHOLOGY
AO	SOCIOLOGY, DEMOGRAPHY
AP	MUNICIPAL, REGIONAL AND TRANSPORTATION PLANNING
AQ	SAFETY AND HEALTH PROTECTION, SAFETY IN OPERATING MACHINERY

## DEVELOPMENT OF PROFESSIONAL COMPETENCE OF PUBLIC SERVANTS IN THE CONDITIONS OF DECENTRALIZATION OF PUBLIC AUTHORITY

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**Abstract:** The article aims to analyze the modern processes of developing the professional competence of state and municipal employees in the context of decentralization of public authority. State and municipal service – as the essential tool for transformations in power, economy, and social sphere is a specific type of professional activity. This, in turn, implies the formation of particular competencies in the structure of professional competence. The formation of the professional competence of employees at the present stage is an urgent task of the civil service institute. Thus, the presence of civil servants of the competencies of public service and ethical behavior directly predetermine the attitude of citizens towards the state, the system of government, and the institutions of a democratic society. The professional competence of a civil servant and, in the future, an administrator in one of the areas of state and municipal social policy makes it possible to effectively analyze, plan and organize work and management in general. Organizational and managerial competence in this area is also an important criterion and indicator of the professionalism of specialists involved in implementing socio-political and socio-economic processes. An equally important task is training such unique specialists in the field of social policy who would be competent in scientific research and practical work on the verge of economic and social processes. The training of civil servants, intellectually prepared to solve scientific and practical socio-economic problems in any area of social policy, is the key to achieving beneficial results at the state's social policy level.

**Keywords:** Civil service, Decentralization, Professional competence, Public administration, Social policy, Training of specialists.

### 1 Introduction

The development of Ukraine as a social, legal, democratic state, which seeks to take a prominent place in the European community as a developed state with high living standards of the population, takes place against the backdrop of continuous globalization of state, public and personal life [49]. In modern Ukraine, the transition from strict total administration to a state based on the principles of equality, justice, legality, and the advantages of democratic standards and values requires society to form such tools that will ensure compliance with these principles through a system of awareness by each citizen of their expediency and necessity for achieving public and state welfare.

In the public administration system, this necessitates the implementation of the critical values of democracy and civil society, declared in international and national regulatory legal acts. Based on the results of research conducted by the analytical center *Texts.org.ua*, the scope of the leading social and political values of Ukrainians is defined: the right to a fair trial (56% of respondents), the right to freedom and personal integrity (52%), freedom of thought, conscience and religion (about 45%) and the right to decide one's destiny (more than 44% of respondents) [1].

However, other equally essential values and priorities of a democratic society (availability of material and spiritual benefits, transparency, openness, and publicity of public administration procedures, efficiency, and effectiveness of decision-making, respect for human rights, etc.) have not received a proper assessment of the Ukrainian society [59]. Thus, among the main

tasks of a modern democratic state, the problem of forming civic competence in all members of the contemporary community arises. In the period of decentralization of power, this primarily concerns the managers of public authorities.

### 2 Literature Review

This problem began to be discussed at the beginning of the reform of the public service system. It was formalized in the Law of Ukraine "On Public Service" based on applying a competency-based approach to personnel management. Furthermore, different scientific works are devoted to the formation and development of a competency-based approach to public administration [2, 7, 13, 63].

The process of decentralization requires modern managers to a more in-depth study of the theoretical provisions and practical approaches to managing organizations' effectiveness. The correctness and rationality of drawing up strategies and tactics in personnel management and the entire process of the organization's work is the basis for the effective functioning of the whole life cycle of the organization and its further development [3, 5, 6]. Therefore, day after day, scientists and practitioners are engaged in solving management problems, developing scientific approaches to innovation management, and introducing modern technologies to increase production efficiency and labor productivity. It follows from this that the consideration of this topic is relevant.

Outstanding foreign and domestic scientists considered this topic in their scientific works [1, 4, 11, 26, 61]. With the development of scientific and technological progress, the role of innovation increases, and the types and number of technologies contribute to the emergence of new products with new characteristics and criteria, which are highly valued in the market. Therefore, now there is a process of restructuring the management system from the traditional production and demand to a technological orientation capable of fulfilling this task.

### 3 Materials and Methods

The theoretical and methodological basis of the study was the theory of management sociology, management psychology, social psychology, and acmeology, as well as institutional, structural-functional, and activity approaches:

- An institutional approach to the study of social processes and phenomena, which allows us to consider the development of professional competence of a civil servant as an element of the development of the public administration system [24];
- Structural functionalism, with the help of which the structure and functions of the professionalism of a civil servant are studied [25];
- An activity approach to the professional competence of a civil servant, which allows studying the processes of its formation and development [21].

Following the chosen methodology, the following methods were applied: the dialectical method of cognition, analysis of statistical data, comparative analysis, observation, and participant observation.

An essential factor in the success of each organization is the strategic management of the organization's technological development – technological innovation management. One of the "main directions of the restructuring of innovation management and its improvement has been the massive use of the latest computer and telecommunications technology, the formation of highly efficient information and management technologies on its basis. New technologies based on computer technology require radical changes in the organizational structures of management, its regulations, human resources,

documentation system, recording, and transmission of information [2].

The introduction of information management is of particular importance, which significantly expands the possibilities for companies to use information resources [10]. The leading modern technologies of innovation management include ERP systems, reengineering, engineering, benchmarking, controlling, and grading. Thus, modern management technologies are a complex of innovative and organizational technologies that develop both evolutionarily and revolutionary, despite the development of humanity and its worldview and needs for a given period of our civilization [8, 9].

The Ukrainian model of modern innovation management and its use as a tool is in the formation process. Therefore, Ukraine now requires introducing innovative information technologies in the management field.

#### 4 Results and Discussion

Speaking about the effective process of developing the professional competence and competitiveness of a civil servant, it is necessary to analyze the features of professional activity in general, its patterns, and what is important for creating an effective process for choosing such a place of professional activity as public service. First, it is necessary to identify the main problems of professional self-determination and professional development, which are considered by personality psychology [11]. The degree of trust of the population in self-government bodies also depends on this. Professional self-determination is one of the most important aspects of a person's self-determination. Considering the problems of psychology related to our study, we highlight the most critical points for the structure of the formation of professionalism and management of the process of formation and development of the professional competence of a civil servant.

Firstly, it is the holistic, comprehensive formation of the human personality that occurs in the course of professional activity. Under its influence, a person's self-esteem increases, creative abilities develop more efficiently, and an understanding of the need and importance of his life and his work for society [14, 16]. It can be said that professional activity provides potential opportunities for personal development and the complete satisfaction of all basic needs. It is the study of the psychological characteristics of the unique aspects of a person that allows us to say that:

- By focusing on personality traits that act as professionally essential qualities of an employee, it is possible to have a significant impact on the success, reliability, and other objective indicators of his professional activity;
- Certain personality traits can act as the main determinants of vocational training, on which the speed of acquiring professional skills and the quality of training depend;
- Getting satisfaction from the result of professional activity affects the positive development of the individual.

The study of individual personality traits allows you to adjust the personal approach to training and education and apply various psychological and pedagogical techniques and methods, depending on the personality of the future professional. With this approach, it is relevant to talk about the individualization of vocational training and the creation of special conditions for the activity, including preparing special programs for each professional.

For training on the creation of certain conditions of activity to have an individual approach on the part of mentors, it is necessary to consider the abilities (both general and special) of the state and municipal employees themselves undergoing retraining [61]. This is especially important to consider because communication skills are not initially developed in the same way for everyone.

In connection with professional self-determination, attention must be paid to the ability to work in different subject areas of labor (the so-called special skills), which are as diverse as the requirements for a different level and directly to the place of work of a civil servant [18-20]. But general abilities are also important since, in professional development, it is possible to compensate for some abilities by others, to develop some abilities by identifying others.

Based on the requirements of psychology, a special place has the study of self-esteem. Self-esteem is an assessment by a person of himself, his abilities, capabilities, qualities, and place, among others [1]. Relating to the core of personality, it is an important factor and regulator of behavior. As the results of various studies show, the overall success of the activity is negatively correlated with the inadequacy of self-esteem, both overestimated and underestimated, as well as with its instability.

The more the level of knowledge and professionalism grows, the more important the cognitive side of self-esteem; the role of the emotional side is either reduced or updated depending on other personal characteristics of a person. Emotional stability also depends on self-esteem traits since this quality allows you to maintain effective performance indicators under the influence of negative factors [22, 23, 27]. In psychological studies, there are various, including conflicting data on the relationship between anxiety and the success of professional training of civil servants. The study of individual personality traits allowed scientists to separate people who get a profession or choose a specific job. Scientists note the importance of psychological diagnostics (psychodiagnostic) as a necessary (but not sufficient) component of the process of professional self-determination. The main stages of this type of activity are as follows:

- Data collection;
- Data processing and interpretation;
- Making a decision in the form of a psychological diagnosis and psychological prognosis.

Moreover, the main diagnostic methods are testing, surveys, questionnaires, and participant observation.

As part of developing informational, diagnostic, corrective, and formative methodological aids and practical recommendations to ensure the mutual correspondence of the characteristics of a person and a profession, profiography is also used. By this term, we understand the technology of studying the requirements imposed by a job on a person's qualities, psychological abilities, and psychophysiological capabilities. In this process, special attention is paid to formative profiography, which is used in the process of vocational training and covers the socio-economic, historical, and legal characteristics of the profession, a detailed analytical study of the technical aspects of that professional activity [12].

It is important to note that the rational use of innovative technologies occupies an important position in the formation of the professional competence of public servants [28-30]. This will allow coordination between the staff and the process of the organization. Using innovative technologies will help create a favorable environment for the reproduction of innovations in goods or services [31-32]. The management of innovations will make it possible to form new approaches to civil society in general and to civil competencies in particular.

The modern idea of management provides for the main aspects of the implementation of managerial activities: on the one hand, the application of democratic procedures for the performance of managerial functions, and on the other hand, the formation of qualities in local government specialists that meet modern international and European standards of public service [33-39]. The philosophy of these standards organically follows from the managerial approach based on the competencies and professionalism of the public service, the purpose of which is to provide citizens with quality services through the use and development of the human capital of both societies as a whole and the public service.

The main feature of competency-based innovation management is that the knowledge, skills, and behavior of public service specialists are directed to the implementation of the strategic goals of the organization and society, in contrast to the traditional approach, where the knowledge, skills, and abilities of specialists are not aimed at obtaining the final result [40-45]. It changes in objective reality but on the observance of formal procedures that should ensure the receipt of the final result.

In modern science, "competence," as indicated in the Encyclopedia of Public Administration, is understood as the ability, through acquired knowledge, to perform a particular set of work or manage its implementation with the appropriate speed, quality, and efficiency [46-48]. Competence is a certain process or part of a process, a function, or a certain part of a function, that is, all the knowledge, skills, and behaviors of an employee necessary for the successful implementation of the tasks of the organization.

In the Western scientific tradition, competence is often identified with the traits necessary for an employee to effectively perform work: knowledge, skills, and abilities that ensure the success of the professional activity. Different specialist features, including cognitive and mental qualities, a system of values, knowledge, skills, and acquired experience, form professional competencies.

The concept of "competence" is a structural property of a person's professional competence, necessary for her to carry out professional activities [50-53]. The professional competence of a specialist is defined as a measure of the professionalism of an employee, the ability to effectively self-realize special professional knowledge in practice, it determines business reliability, the ability to successfully and accurately carry out a specific activity or as in-depth knowledge of the subject, a set of professional knowledge and professionally significant personal qualities necessary in specific conditions for the implementation of the functions assigned to the relevant position. In addition, a competent specialist has traits that enable him to act effectively within a specific social or professional sphere [13].

So, the competence of a specialist acts as an integrative system that should characterize a professional for the effective and high-quality performance of the tasks and functions of the position [4]. This integrative trait of a person is formed through a combination of knowledge, skills, practical skills, abilities, ways of thinking, professional, ideological, and social qualities, and moral and ethical values [54-56]. Thus, professional competence is an integrative characteristic of a specialist's professional and personal attributes and reflects the level of knowledge, skills, experience, worldview principles, values, and attitudes necessary to achieve a goal in a particular type of professional activity.

In modern science, civic competence has recently become widely used, which comes from the literal translation of the English phrases civic competencies and citizenship competencies. In the most general sense, civic competence is an individual's ability to actively, responsibly, and effectively implement civic rights and obligations to develop a democratic society [57, 58]. Such a definition focuses on the civil nature of competence as a set of cognitive, emotional, and communication abilities and knowledge necessary for a person concerning the state. Thus, civic competence is an integrative characteristic of a person, which is required for her in relations, first of all, with the state and its institutions.

Civic competence, in contrast to general competence, is a characteristic of a person, which includes a set of knowledge, skills, experiences, emotional and value orientations, beliefs of an individual, her values and attitudes, helping her to realize her place in society, to determine own duty and responsibility [10]. before compatriots, homeland and the state, the Constitution of Ukraine in the second section "Rights, freedoms and duties of a person and a citizen" provides for the distribution of all rights and obligations necessary for a person to ensure his own life activity into the rights, duties of a person as a person and the rights, responsibilities of a citizen [60]. Therefore, competence

itself is derived from the functions and tasks assigned to the staff, and they, in turn, are mediated by rights and duties.

Civil competence, which is an integrable component, occurs when the level of interaction of a person goes beyond the immediate environment and manifests itself in the process of self-awareness of a person, awareness of belonging to a specific ethnocultural community, people, nation, state, representative of humanity [12]. In this case, it appears in the form of the individual's value-oriented, socio-cultural, moral, and political qualities. This approach is based on the identification of the components of civic competence as an integrative characteristic of a person – a specialist in public authorities necessary to ensure the normal functioning of a person and the degree of interaction with the outside world, which allows us to speak of a high level of civic competence.

At the personal level, the civic competence of a modern manager of public authority is defined as the ability of a professional in a changing unfavorable environment to maintain his physical, psycho-emotional, and moral-psychological balance, which ensures the survival of a person as a representative of the human race [2]. At the public level, a person's communication and social interactions, necessary for him as a professional and a community member, begin to play a vital role. At this level, a person goes beyond his own "I" this level of civic competence is the most important; it combines the previous and next levels - based on the personal level and acting as the basis for value-oriented.

The highest level of competence is a civil value-oriented level when a specialist of public authorities is aware of his rights and obligations and tries to actively implement them, taking into account the rights of another person as the same representative of the human race and society [62]. This level of civic competence is characterized by the perception and awareness of the value orientations of the community and the state. On their basis, a person's professional and personal qualities are realized; it acts as a proactive individual who not only perceives the "value dimension" of the environment but actively and actively forms it. The civic competence of specialists as an integrative characteristic of an individual enables specialists to act effectively in a democratic state, exercise civil rights and freedoms, and promote an individual's free, harmonious development. However, civic competencies are only a potential opportunity for a public person to implement the principles of civil society and democratic relations in the state.

For society, it is not so much the presence of certain qualities, abilities, or characteristics that a public administration official has, but instead, whether they use their own competence to achieve the goals of society, the state, society or use them to achieve personal goals and personal enrichment, that is, it is necessary to talk about competent behavior [7]. In addition, as J. Raven notes, it depends on the motivation and ability to engage in high-level activities, for example, taking the initiative, taking responsibility, analyzing the work of organizations or political systems; willingness to engage in subjectively meaningful activities, such as seeking to influence what happens in an organization or the direction of a social society; willingness to promote a climate of support and encouragement for those who are trying to innovate or are looking for ways to be more effective; a reasonable understanding of how the organization and society in which a person lives and works functions, adequate perception of one's own role and the role of others in the organization and society as a whole; understanding of several concepts related to the management of organizations, namely risk, efficiency, leadership, responsibility, accountability, communication, equality, participation, well-being, and democracy [59].

Even the presence and awareness of civic competencies by officials do not guarantee the establishment of democratic relations in the state to ensure public welfare [11] Therefore, the primary further task of scientific research is to form competent behavior of public persons of state administration and local self-



government. The entire system of public administration should be built in such a way that, in one case – even the absence of civil competencies in an official who is called upon to ensure the implementation of the functions of the state would not lead to deviations from democratic standards of governance. And even better, the civil-state system should prevent access to the public service of such persons [15]. In another case, civic competencies would guarantee their observance, and social relations would be built on the principles of civil society.

The practice of forming civil competencies of officials of public authorities by means of innovation management in the developed countries of the world shows that their success is associated precisely with the development of an integrated innovation management system, which is in constant and continuous development following changes in both the organization itself and the external environment [13]. At the same time, such an innovative structure and management culture is being created in the state, in which the directions of innovative development are integrated into general strategic plans related to the constant development of promising new products and the creation of new areas of civil society. To form the civil competence of officials, innovative management tools are used. Special classes, seminars, workshops, master classes, etc., are being introduced for officials.

Pieces of training occupy a special place in the formation of the civil competence of public authorities. In Sumy Regional Institute of Postgraduate Pedagogical Education organized such departments as "Democratization and partnership of public authorities in the conditions of decentralization," "Competently – oriented education of officials of public authorities and local self-government," "Information providing as an effective technology of public – civil management" and others. The primary attention is paid to innovative management approaches in the formation of civil competence of officials of public authorities [17].

The implementation of complex, creative tasks necessitates a balanced and harmonious activity for the construction of the civil competencies of specialists. It is provided by the definition of a system of priority factors that need to be responded to in the first place. These factors include an increase in the external environment's uncertainty level. It is associated with the deepening of competition, the acceleration of changes in technologies for the production of new goods; limited resources; the influence of social and political forces on the organization's market behavior; increased activity in the commodity markets of developing countries; limited investment resources.

It should be noted that in the last decade, due to the growth of stochastic factors in the external environment, as well as the lack of completeness of information, processes of desynchronization of the rhythm and growth of the parameters of the social system began to grow in complex sociotechnical systems [49]. Important for the formation of civic competence through the effectiveness of innovations is the complex of using such management principles as creating an atmosphere of creativity that stimulates the search for and development of new ideas; the focus of all innovative activities on the needs of the market; determination of priority areas for innovative changes based on the goals and objectives of the organization; the like. Thus, the civic competence of officials of public authorities is its integrative characteristic, including personal qualities, knowledge, skills, values, and beliefs, with the help of which managerial personnel realizes professional and personal goals within the framework of a legal, democratic, socially oriented society.

Civic competence is realized at the personal, social, and civic levels. The personal level is manifested as a set of traits of an individual and characterizes the ability to solve everyday management problems [10]. At the social level, it exists as a complex segmented communicative interaction of a person in the immediate environment, without going beyond his own family, interest group, or community.

The civic level is the highest level of a person's awareness of his citizenship, role, and significance in the life of society. A person not only perceives the norms, values, standards, and rules of social relations but also acts as an active agent in their establishment and formation [21]. At this level, the civil competence of public authorities turns into competent behavior of all authorities, capable of ensuring the progressive development of Ukraine as a social democratic rule of law state with equal rights and opportunities for all of its society.

## 5 Conclusion

At the present stage, for developing the professional competence of civil servants, it is vital to establish a system of continuous professional education. Therefore, the introduction of new approaches to the constant plan of vocational education and management technologies aimed at improving the professional competence of government employees is of great importance. It should become one of the main directions for modernizing the state and municipal services system.

As initial steps to improve the system of development of professional competence, the following can be noted:

- Clarification of existing competencies for state and municipal employees, including personal and individual ones;
- Expansion of the system of continuous education
- From specialized educational groups to the training of mentors within the framework of the public service;
- Drawing up individual programs for each civil servant;
- Complete control by the state of the system of continuous professional development of civil servants with feedback from the primary customer – society;
- Improving the technique and methods of personnel selection for the "present" and "future" civil service.

A civil servant is perceived as a genuine representative of the state. The state as a whole is judged by the level of activity, a civil servant is perceived as a "protege" of the state with all the ensuing consequences - as the best, smartest, and most correct.

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