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### **Methodology for Comparative Analysis of Systems of National Security Provision**

**Problem setting.** While studying the international experience of public administration, it is fairly easy to adopt external, particularly European, forms of public administration models in national security; however, it is rather difficult to ensure the efficient functioning of an appropriate system in Ukraine. That is why the national public administration elite should focus not only on the obvious advantages of the European models of public administration in national security, but should seek their own variants you to use them taking into consideration the results of comparative search in this specific area.

**Recent research and publications analysis.** A lot of academic papers by national researchers are dedicated to foreign experience in public administration, namely Yu.V. Kovbasiuk, S.V. Zahorodniuk, P.I. Krainik, H.M. Deineha, V.M. Kozakov, R.V. Voitovych, H.P. Sytnyk and others. However, despite the numerous works which study the issues of adaptation of foreign experience in public administration to the needs of Ukraine, it should be noted that today there is still a lack of papers that analyze foreign experience in development of public administration in national security via the light of their historical development. In the national academic discourse of public administration there is practically no comparative research of the systems of national security provision, which is in the field of a particular interest for national specialists of public administration in national security.

**The paper objective** is to develop a methodology of comparative analysis of systems of national security provision in foreign countries and to evaluate the possibilities to the use foreign experience in this specific field in Ukraine.

**The paper main body.** The article reviews the methodological basis of comparative analysis of national security, namely systematic approach, institutional and civilizational approach to the study of public administration problems of national security, comparative and political method, the information comparative method.

Based on the comparison of the conceptual bases of formation and functioning of the national security of foreign countries by such characteristics as form of government, the structural form, political regime, it is concluded that almost every country has its own conceptual model of national security that takes into account the historical traditions and national benefits, that is why mechanical transfer of foreign models of public administration in national security to the modern Ukrainian reality is impossible. Taking this into consideration the article offers the authors methodology of comparative analysis of national security provision of foreign countries and the possibility to use foreign experience in this specific field in Ukraine.

**Conclusions of the research.** Usage of the offered methodology of comparative study of the systems of national security provision in foreign countries enables the analysts to evaluate the possibility to use foreign experience of public administration in national security and develop suggestions for its implementation in Ukraine.

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### **Historical Aspects of Public Administration in Veterinary Medicine on the Territory of Ukrainian Lands During the Late 18<sup>th</sup> – Early 20<sup>th</sup> Century**

**Problem setting.** National veterinary service is one of the important elements in the system of agricultural and industrial complex, the purpose of which is to solve socially

important tasks: protection of the population from the diseases, common to animals and humans (anthropozoonosis) and provision of food security [10]. In this context, the topicality of research for improvement of the efficiency of public administration in veterinary medicine in Ukraine is caused by several factors: increased intensity of international trade of animals and their products, due to the integration processes; growth of population's demand of food quality and safety; tense situation concerning diseases common to humans and animals around the world; the growing threat of infectious animal diseases to cross the borders.

**Recent research and publications analysis.** Historical aspects of veterinary medicine, history of veterinary education and science, stages of formation and reforms of the veterinary service in Ukraine are studied in the works of such well-known national researchers, as P. Dostoievskyi, P. Verbytskyi, S. Rudyk, P. Fuks, A. Holovko [6; 1; 7] and others. Solving of the issues of historical experience assessment of the public administration in veterinary medicine in Ukraine is started in the works of H. S. Odintsova [9], V. I. Dovhan [4], Yu. V. Chabanova [10].

Despite the existence of these academic papers, public administration in veterinary medicine lacks organizational support of the veterinary service in Ukraine in retrospect, and it makes it harder to build a modern system of administration based on traditionally effective approaches.

**The paper objective** is to highlight the results of research of the historical experience of public administration in veterinary medicine during the late 18<sup>th</sup> – early 20<sup>th</sup> century.

**The paper main body.** The article is devoted to the studying of historical experience of public administration in veterinary medicine of Ukraine. Factors that influenced the development of public administration in veterinary medicine in the late 18<sup>th</sup> – early 20<sup>th</sup> centuries have been determined. A definition of the said historical period as the initial period of public administration of the Ukrainian veterinary medicine has been substantiated. Features of legal, organizational, human resources and financial support of public administration in veterinary medicine have been indicated. The structure of public administration in veterinary bodies of the central and local level has been characterized. The functions performed by the government and zemskyi (county) veterinary services have been generalized. It is recommended to consider historically proven effectiveness of the multiple-source financing of veterinary measures and veterinary institutions' activities in the present context.

**Conclusions of the research.** Generalization of the literary sources shows that development of public administration in veterinary medicine during the studied historical period was influenced by such factors as administrative and territorial division, form of government, foreign and national political factors, development of veterinary science and education, living conditions and welfare of the population. Legal basis of public administration in veterinary medicine was provided by various acts (laws, statutes, regulations, rules, instructions).

During the 19<sup>th</sup> century legal and institutional framework of public administration in veterinary medicine in Ukraine was formed. Thus, for development of modern mechanisms of public administration in the field historically proven effectiveness of financing of veterinary measures and activities of veterinary institutions from several sources should be considered.

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## **Rhetoric as a Tool for Cognitive Competence of a Public Servant**

**Problem setting.** Functioning of public administration under the intensive reform revealed the problem of shortage of highly qualified personnel [6]. The President of Ukraine Petro Poroshenko also stresses on a search of specialists capable to solve the urgent tasks and to respond adequately to modern challenges [7].

Ways to solve this urgent problem are not only in attraction of foreign professionals, but in wide application of national human resources, urgent adaptation to modern conditions of the system of in-service training with an appropriate emphasis on development of

the needed skills. Among the skills that determine the quality of professional work in modern conditions are the cognitive skills. Formation of such skills requires powerful tools in the educational arsenal, which includes rhetoric as a powerful cognitive practice and teaching tool.

**Recent research and publications analysis.** The idea of "rhetoric as a means of education" is not new. Socrates is considered to be a founder of rhetoric as a technology of a learning process; his conversations among known educators today are recognized as the benchmark of progressive educational progress. Significant achievements in the study of modern communicative discourse and rhetoric of public officials in particular have A.M. Yermolenko [5], S.S. Averyntseva [1], H.M. Sahach [10] and others. Integrity, completeness and deep theoretical and practical implementation this idea has got in modern rhetorical concept of O.A. Yunina [10], the meaningful dominant of which is in analysis of rhetoric as an integrator and systematizer of the whole educational process. **The paper objective** is to distinguish rhetoric as a powerful methodological resource for in-service training of public servants and the technology for their cognitive competence development; as well as define "cognitive competence" and distinguish the components of skills that collectively form the cognitive competence of public servants; and visualize the efficiency of the resource base for the universal laws of rhetoric by the examples from the author's practice.

**The paper main body** The given research is focused on the solution of the issues of a shortage of efficient specialists in public administration. The system of human resources training and in-service training is identified as one of the strategic directions for search of qualified resources. Rhetoric is distinguished as an intellectual technology for the formation of highly-professional public servants. High efficiency of human resources is proved to depend on their cognitive competence. The concept of the person's cognitive competence is defined, and the blocks of skills that together form it are outlined. Among them are: 1) default, determining cognitive abilities of a personality; 2) methodological, regulating approach to the cognition; 3) general, with organizational, enforcement and executive functions in the process of understanding, remembering and storing of information; 4) specific competences in the certain activity. Relevance of the rhetoric's methodological base and its technical instruments in the public servants cognitive skills formation is proved.

**Conclusions of the research.** First it should be noted that the most important prerequisite for the development of cognitive abilities of a particular employee is a general request of the public service system for the relevant specialist. Such request is a powerful signal for each potential personality, who has his or her own productive position, creative approach to professional activities, the need to obtain new knowledge (both professional and focused on personal development), self-realization, high level of perception, thinking. Such specialists are able to rethink their own prospects for further professional development to meet the level of the European system of public administration.

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### **Institutional Approach in the Protection of Civil Rights for Private Property**

**Problem setting.** Institutional prerequisites for the formation of mechanisms for protection of private property are important. Institutional approach in the field of protection of the civil rights for private property is based on mutual influence of institutions and actors and implies their interdependence. Interchangeability and interdependence of formal and informal institutions is the main characteristic feature of the modern approach to understanding of the institutional changes in society. Effective protection of private property is an important element in democratic society and provides stability of many institutions. The level of development of formal and informal institutions in Ukraine demonstrates the reality; that is why definition of the institutional prerequisites of the process of protection of civil rights for private property and removal of institutional barriers are an important prerequisite for the development of society as a whole.

**Recent research and publications analysis.** Institutional approach is researched by A.Kolodii, including definition of the stages of institutional theory [1].

Institutional approach in the protection of civil rights for private property was studied by D.Nort [2], M.Oliinyk [19], O.Moiseienko [20]; these studies define the role of formal and informal institutions and their interplay. Formal institutions in the field of protection of civil rights for private property involve in particular studying of the Constitution of Ukraine [3], a number of legal acts [4], [5], [8], [10], [14] and international standards [11], [12]. It is worth to consider statistical and analytical data, both national and international analytical and monitoring organizations on the state of human rights protection for private property. Research of the informal institutions for protection of civil rights for private property involves an analysis of social and cultural factors in the papers of M. Weber [21], A. Voloshyn [25], J. Rawls [27], F. Hayek [28].

**The paper objective** is to determine the need to introduce the principles of institutional approach in the field of protection of civil rights for private property taking into consideration the new trends in public administration.

**The paper main body.** The article analyzes the institutional approach in the protection of civil rights for private property. The modern situation in the protection of private property requires the analysis of the process of formation and change of institutions in the field of protection of civil rights for private property, both formal and informal. Modern understanding of the institutional approach in the protection of civil rights for private property provides interchangeability and interdependence of formal and informal institutions, which must be considered in the research of such complicated phenomenon as civil right for property. The necessity of changes in informal institutions based on democratic principles is explained. Sustainability of formal and informal institutions in the field of protection of civil rights for private property is determined based on democratic norms and principles.

**Conclusions of the research.** Formation of institutions for protection of civil rights for private property is a multifaceted phenomenon. Formal institutions for the protection of civil rights for private property form the basis of relations that govern, organize property relations. The existing formal rules for protection of property are generally written quite substantially, creating preconditions for strategic development in this area. However, the current situation that reflects the real state of things today is in poor condition. This is according to national and international organizations involved in the analysis and monitoring of property rights. Informal institutions in the field of protection of civil rights for private property are designed to ensure the use of previously known rules that facilitate the market exchange, investments and economic growth.

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## **Organizational Principles of the Mechanisms of State Regulation in the Insurance Service Markets of Ukraine at the Modern Stage of the State Formation**

**Problem setting.** The current crisis has demonstrated the structural vulnerability of the economy of Ukraine and the instability of its financial system. The basic premise of transition from depression to growth is to ensure the financial security of the state as an economic system in which the need of economic entities for financial resources for effective economic activities is completely satisfied. Deviations of system from equilibrium due to exogenous or endogenous influences are within the prescribed limits and it can return to the balance mode itself [1, 82].

Today, significant adverse changes have undergone in the banking sector and the National Bank of Ukraine has introduced temporary administrations in dozens of commercial banks. Public authorities of our countries must focus on the adoption of such management decisions, implementation of which will allow to overcome the negative phenomena in the economy quickly and to intensify the development of national economic complex.

**Recent research and publications analysis.** Issues of analysis, definition, development and research of public policy were thoroughly covered in the papers of O.Demianchuk,

V.Bodrov, V.Romanov, V.Yurchyshyn, V.Tertychka, D.Weimar, V. Wallace, M.Hovlet, V. Dunn, L.Pal, E.Young, L.Queen, M.Ramesh, P. Knoepfel and others.

Theoretical and methodological principles of insurance activity, public administration development trends in the area of competition were studied in the papers of V.Bazylevych, O.Baranovskyi, Z.Borysenko, Ya.Zhalilo, O.Kiliievych, O.Zalietov, O.Filoniuk etc. A significant contribution to the theory of competition was made by famous scholars of world-level such as J.E. Stiglitz, M. Porter, V.Viskuzi and I.Kirzner.

**The paper objective** is to study the organizational foundations of the mechanisms of state regulation of the insurance service markets of Ukraine in modern conditions of state building as well as establishing of compliance of these principles to the requirements of today.

**The paper main body.** The research is dedicated to the analysis of functioning of the methods for public policy realisation in the Insurance Service Markets of Ukraine in the epoch of global changes. Within the frame of the article the situation in the insurance service markets was analyzed and it was noted that the system of state regulation of insurance activity of Ukraine lacks balanced and systematic character. As a result of the research it was defined that the conformity of the state regulation mechanisms in insurance service markets face the up-to-date challenges. The necessity of regulation of the state policy at the given markets was validated for development of fair competitiveness.

**Conclusions of the research.** Public authorities have effective tools for regulation of economic processes in society, including insurance.

At the present stage of state building in Ukraine the mechanisms for state regulation of the insurance service markets are created and the state policy in this field is a prerequisite for fair competition, crisis prevention as well as protection of the interests of the insurance institutes and development of the national economy.

However, the increased attention of the state to a competitive environment in the insurance service markets of Ukraine promotes profitable investment of insurance funds to achieve top financial results in the activity of insurers. That is why public authorities today require prompt response to the processes in the insurance and adequate measures for the effective performance of their tasks. It logically creates a foundation for further research on organizational principles of state regulation mechanisms in the abovementioned markets at present stage of state building.

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### **Formation of Independent Directors' Institute for the Governance of Joint-Stock Companies of the Ukrainian Public Economic Sector**

**Problem setting.** One of the priorities for implementation of the Association Agreement between Ukraine and the European Union is in the development of a national model of corporate governance in accordance with established international standards and its approach to European rules and recommendations in the field of relations [1]. According to these agreements, Ukraine has committed to implement the recommendations of the European Commission as of 15.02.2005 on the introduction of the institute of non-executive directors (supervisory directors) of the listed companies and the committees of the (supervisory) board of the companies, which includes the presence of independent directors in the supervisory board of every public company [2].

It is expected that it will improve the business environment in Ukraine and increase the competitiveness of national companies on the national and foreign markets. Implementation of these points provides, inter alia, clarification of the conditions and appropriate implementation of independent directors' institution into corporate governance of joint stock companies with a state share in registered capital.

**Recent research and publications analysis.** An important contribution to the development of governance of joint-stock companies of the public sector of transformation

economy was made by D.O. Baiura [5], D.I. Pohribnyi [6], I.V. Kosmidailo, O.Yu. Rudchenko [7], O.M. Safronova [8], A.E. Shastytko, S.B. Avdasheva [9] and other scholars.

However, the issues of introduction of the independent directors' institution into the current management system, where the state is a shareholder, and a clear delineation of grounds, criteria, limits of their responsibility are still scarcely explored. This is because the practice of appointing of the independent directors is relatively new for our country – for today there is experience in appointment of independent directors to the supervisory boards of companies only in the private sector.

**The paper objective** is to analyze foreign experience in deployment of independent directors' institute in the corporate type companies and determine appropriate conditions and measures to its implementation in governance of joint stock public sector of Ukraine.

**The paper main body.** The article analyzes experience of organization of independent directors' work for the governance of corporate type companies, including public sector joint-stock companies.

Taking into account implementation of the Association Agreement the expedience and preconditions for the introduction of the independent directors' institute of the joint-stock companies in the national public sector are studied. It is offered to introduce some pilot projects at the level of separate government-owned corporations with the aim of assessing the possibilities and testing technologies for the use of independent directors' institute. The introduction of these projects will work out a mechanism of independent directors' activity in the governance of joint-stock companies and specify the procedures and rules for the application of this institute in the system of Ukrainian public administration in economy.

**Conclusions of the research.** The institute of independent directors is one of the latest trends in the development of corporate management. The supervisory boards should preferably include a sufficient number of independent directors, whose legal status does not allow the abuse of office. The prerequisites for the introduction of independent directors' institute are in creation of a complete legal framework. The legal status of independent directors, sphere of their competence and responsibility for the results of management decisions should be clearly defined.

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### **European Values and their Implementation in the Public Service and Human Resources Policy of Ukraine**

**Problem setting.** In the context of globalization and European integration processes, social and economic, spiritual and cultural transformations in Ukraine, the role of education, culture, public service and public human resources policy in strengthening of European values in the implementation of democratic reforms becomes more important. More than 800 million people today consider themselves Europeans, combining their cultural and social values. The Roman Empire, Christianity, two World Wars and the Enlightenment influenced the Europeans values.

However, the general story has not led to the formation of one European culture. The views and beliefs of Europeans differ significantly in different countries.

**Recent research and publications analysis.** A great number of scholars from different countries and at different epoch studied the meaning of values. First ideas on this matter where created by Aristotle and Socrates. The scholars of the Renaissance (M. Kuzanskyi, M. Montel, E. Roterodamus) proclaimed the supreme value of a person. Values have been the subject of research of many authors, namely E.Fromm, V. Frankl, M. Weber, E. Durkheim, O. Spengler, J. Habermas and others. Also such scholars as H. Münsterberg, M. Rokeach, S. Schwartz should be mentioned.

Within axiological approach such scholars as S. Anisimov, V. Bibler, A. Losiev, V. Tuharynov, M. Rokych, I. Frolov studied the values in the context of civilizational, historical processes on which the universal values are based.

A topical idea is in the point of view of I. Franko who considered free labour and freedom as the highest ideal and the highest value of a person. Franko pointed out that the Ukrainian nation should be associated with the European values without losing their national ones [6].

**The paper objective** is to analyze the main approaches to understanding of the essence of the values and importance of using European values today for their implementation in the public service and human resources policy of Ukraine.

**The paper main body.** The article reveals the essence of such concept as values, its typology as a social phenomenon. Particular attention is paid to the European values, which today are cultivated in the social and political institutions of Ukraine, public authorities and human resources policy.

European values are the standards of specific procedures in different sectors of society and state institutions. The most important values for a modern European society are human dignity, responsibility and solidarity.

**Conclusions of the research.** The issue of European values is one of the most important issues of discussion in the scientific, political and economic circles. In this context there is a question about the things that are need in Ukraine for formation and maintenance of our own and European values. To preserve the national values and to implement the European values typical features of the Ukrainian character must be put at the service of the people and state, using appropriate mechanisms.

Nowadays Ukraine needs drastic changes not only in the system of human resources policy but in society in general, particularly in social and value orientations in our consciousness. Today, the state is transformed from the traditional social order with the elements of authoritarianism to socially-oriented society with a transparent democracy. There is a replacement of the existing value systems to the European values and moral health of society, importance of culture becomes more topical, losing the burden of corruption. Today we should create a public servant who is a patriot and a citizen, responsible for everything that happens in our country.

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### **Public Service as an Object of Administration: Concept, Social and Legal Nature, Tasks and Functions**

**Problem setting.** Reform of public administration system under emergence of new approaches to organization of state power in Ukraine is impossible without rethinking of the problems of public service, including its social purpose and legal nature.

Taking into account the absence of a single unified legal regulation and lack of academic explanation, there is a need to clarify the social and legal nature of public service as an important institute of administration, as well as to outline future challenges and functions of both the public service and its administration.

**Recent research and publications analysis.** Peculiarities of public service as an institute of administration, including the content of the term, social and legal nature, the tasks and functions of the public service are the subject of such disciplines as public administration, constitutional and administrative law and partly – theory of state and law. The mentioned issues are researched in the papers of such national researchers as V. Averianov, Yu. Bytiak [3], S. Dubenko [5], O. Petryshyn [9] and others.

An important contribution to the study of certain aspects of the public service was also made by O.Andriiko, O.Arkusha, H.Atamanchuk, D.Baluh, Yu.Kovbasiuk, O.Lazor, N.Nyzhnyk, O.Obolenskyi, A.Rachynskyi, S.Seriohin, Yu.Surmin, S.Teleshun and other national experts in the field of public administration.

However, despite the topicality of public service issues and existence of the works on this phenomenon, based on various scientific approaches and methods, the issue of public service as an object of administration in the special literature is researched not enough.

**The paper objective** is a detailed system analysis of the public service as an object of administration, characteristics of its social and legal nature, public purpose and classification of public service types, its tasks and functions.

**The paper main body.** The article analyzes the peculiarities of public service in Ukraine in terms of administration of public service. It researches the scientific achievements on the legal and social nature of public service, its tasks and functions, and also provides author's own approach to address these issues.

Special attention is paid to the social purpose of public service and the classification of public service types by various criteria.

It explains the need to study public service as a multidimensional phenomenon: in the context of public service as a legal institution, as a social phenomenon and in procedural context as a professional activity of public servants with the functions and tasks of the state in a society.

**Conclusions of the research.** In its broadest sense public service is a mean to achieve the objectives of a social state, which combines individual, group and national interests. Public service as a complex phenomenon is at the same time an intersectoral legal institution, social institution and professional work of public servants. Therefore, the potential of public service research in the context of the legal institution that combines the norms of constitutional, administrative, financial and partially labour law, as well as a social institution and professional activity is significant, given the large number of unsolved issues.

It should also be noted that the problems of public service content in Ukraine become topical again due to connection with the legislative processes, as well as the reorientation of the society and state to the European values such as democracy, transparency, civic activity and equal access of citizens to the management of public affairs and focus of the state on primary provision of the legal status of a person.

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### **Formation of the Ukrainian Public Service Model with regard to Experience of Foreign Countries**

**Problem setting.** Taking into consideration constant search of the optimal political, legal and administrative model of state building in Ukraine since the proclamation of independence, statesmen face the challenges that require conceptual solution. The mentioned model can not only be a structural mechanism of the state that realizes anonymously the state's will. It must meet the generally accepted value system, be directed to social orientation on the formation of civil society. Structural changes need to review the social and political priorities, which in turn lead to new forms of interaction between legal space, government and civil society, which require the improvement of mechanisms for realization of public needs and interests.

Building of a national model of public service is an important task for establishment of Ukraine as a legal, social and democratic state. And a priority role in it belongs to formation of a proper legal background for public service in Ukraine, provision of the fundamental human rights related to public service. At the same time there are some controversial issues related to the national peculiarities of state building that somehow affect the public servants and the methods of public administration character used in the construction of the national model of public service.

**Recent research and publications analysis.** The following scholars dedicated their papers to the analyzed topic: H. Atamanchuk, D. Bahrah, Yu. Bytiak, S. Dubenko, Yu. Kovbasiuk, B. Malynovskyi, H. Mamchur, O. Obolenskyi, O. Petryshyn, L. Prokopenko, A. Rachynskyi, S. Seriohin, A. Fedets, Ye. Chornonoh and others.

However, despite the attention of scholars to the mentioned issues, many important issues are beyond the attention of the researchers.

**The paper objective** is to analyze positive practices in public service abroad, especially in some member states of the EU, with a view to its use for the improvement of the public service in Ukraine, in particular, in the adoption of the new Law of Ukraine "On Public Service" and provision of its implementation.

**The paper main body.** The article studies the problematic issues of formation and construction of the model of public service in Ukraine. It analyzes the constitutional and legal principles of public service, its importance as an institution of public administration

and its value for society. It considers various aspects affecting the construction of a public service model. Specific issues are identified that face all modern public service models, as well as ways and directions for their solution, taking into account national peculiarities in Ukraine. The necessity of theoretical analysis of international experience is explained for the purpose of creation of the national public service models to find optimal methods to solve modern issues of public administration nature.

**Conclusions of the research.** In creation of the national model of public service it is reasonable to use the experience of foreign countries to successfully address the issues of public administration and legal nature. However, the specific features of Ukrainian social, political, ethnic, cultural and economic processes are connected with the features that should not be ignored, given the complex mechanism of public service. This is also proved by the experience of foreign countries, as every country despite certain similarities that form a suitable model of public service, takes into account national peculiarities of state building. At the same time it is necessary to mention that the social and political upheavals that have recently taken place in Ukraine and are called the Revolution of Dignity are an excellent starting point not only to the social changes that are creating a new face of Ukrainian society, but to a real possibility to start an effective formation of a qualitative model of public service in Ukraine, with the experience of successful democracies and the chosen path to the European integration.

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### **Integration of Sustainable Development Issues into the System of Professional Education of Public Servants**

**Problem setting.** Economic development in Ukraine for a long time was accompanied by prudent exploitation of natural resources, which led to the aggravation of the environmental situation in the country. However, the greening of public activity and the transition to sustainable development were not among the priorities of Ukraine.

Switch of the society to the sustainable development requires deep structural changes in management. Education is one of the prerequisites for achievement of sustainable development and an essential tool for effective management and reasonable decision making. However, in the education of public servants preference is given to the disciplines related to economic and social components of sustainable development, while environmental component gets much less attention. Therefore, the integration of sustainable development into the professional education of public servants is a topical academic and practical task.

**Recent research and publications analysis.** At the international level education for sustainable development is a subject of numerous documents developed by the experts of the UN, UNECE, UNESCO and adopted at many international conferences [1-9]. Issues and practice of education for sustainable development were studied in the papers of such Ukrainian scholars as H.O. Biliavskiy, V.M. Bogoliubov, M.Z. Zhurovskiy, V.M. Isaienko, V.I. Karamushka, L.H. Melnyk, A.P. Sadovenko [11-14].

The issues of training, in-service training and advanced training of public administration staff are represented in the papers by M.M. Bilynska, L.A. Haievska, K.O. Vashchenko, Yu.V. Kovbasiuk, V.I. Luhoviy, V.H. Ponedilko, N.H. Protasova etc. [15-19].

**The paper objective** is to analyze the directions of integration of sustainable development issues into the system of professional education of public servants and development on the basis of international experience of recommendations to improve the processes of training, in-service training and advanced training of public administration staff in the issues of sustainable development.

**The paper main body.** The paper analyzes the directions for integration of sustainable development issues into the system of professional education of public servants. Such integration will allow capacity building in the field of management at the national, regional and local levels and contribute to the implementation of Ukraine's international commitments on sustainable development and education for sustainable development. On the basis of the international experience the recommendations were created for

improvement of training, in-service training and advanced training of public servants on sustainable development issues.

**Conclusions of the research.** Sustainable (ecological, social and economic) development is the leading model of social development, recognized by the international community. Crucial meaning in promotion of this model of development belongs to education. Integration of sustainable development into professional education will enable public servants to build capacity in the field of sustainable development and contribute to the implementation of Ukraine's international commitments on sustainable development and education for sustainable development. In the future, it will enable to reconcile economic development, social justice and environmental protection in decision-making process at the national, regional and local levels of government. The integration of sustainable development issues into training of public administration staff has started at the National Academy for Public Administration under the President of Ukraine. Further research should be oriented on development of scientific and methodical bases for educational institutions for training, in-service training and advanced training of public servants and local government officials.

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### **Rise of Professional Competence for Senior Executives in Public Authorities: Experience of the Presidential Personnel Reserve**

**Problem setting.** Personnel reserve is an effective mechanism for recruitment of staff for senior positions in public authorities, their professional development and career growth. However, we can say that, despite the introduction in Ukraine of its academic explanation and tested in Europe and the former Soviet countries approaches to its reform, in particular, the formation of the Presidential personnel reserve "New Elite of the Nation" in 2012-2013, the personnel reserve for senior executives in public authorities does not fulfil its mission, and is only a formality [1, p. 73, 77; 2, p. 17-18].

But we believe that the personnel reserve is an important part of the public service of a career type, a prerequisite for continuity in the development of its senior personnel capacity [3, p. 269; 4, p. 154]. At the same time, we believe that the experience of the National Academy for Public Administration under the President of Ukraine in the professional development of the individuals enrolled in the Presidential personnel reserve should be used in the organization of in-service training for senior executives in public authorities under the new law on public service.

**Recent research and publications analysis.** The issues of efficiency of personnel reserve for executive positions in public authorities and professional development of individuals enrolled in its staff were researched by N.T.Honcharuk [4], V.A.Hoshovska [2, 5], Yu.V.Kovbasiuk [5], O.I.Parhomenko-Kutsevil [1], V.V.Tolkovanov [3] and others. The results of their research and created guidelines are essential to ensure the effectiveness of training and in-service training of the senior executives. However, adaptation of this experience should be carried out in the context of public service reform in Ukraine according to the EU standards and meet the requirements for professional competence of senior executives - leaders needed to introduce the changes in public authorities and effective implementation of the reforms.

**The paper objective** is to prove the expediency and to determine the peculiarities of usage of the experience in evaluation of the candidates for the Presidential personnel reserve and professional development of people included into its staff, into the process of in-service training of the senior executives in public authorities according to the new legislation on public service.

**The paper main body.** The research reveals the problems of personnel reserve in public authorities and conditions for the improvement of efficiency of its functioning. It studies the peculiar features of innovative approaches in the process of formation of the Presidential personnel reserve "New Elite of the Nation" and further professional

development of the individuals enrolled into its staff. It explains the expediency of such experience in assessment and enhancement of professional competence for senior executives of public authorities. It also offers measures for its adaptation in the context of public service reforming in Ukraine.

**Conclusions of the research.** Implementation of the public service reform in Ukraine includes improvement of the professional training system in public administration, improvement of its evaluation mechanisms and career development. The proven methods should be taken into account that include the best international experience, including methods in formation of the Presidential personnel reserve and professional development of the individuals included in its staff. It can be successfully used in the process of improvement of the in-service training of the senior executives after an upgrade of the tests to determine the level of knowledge, skills, business and personal qualities that form the basis of their professional competence as well as curriculums according to the priorities of the Strategy of sustainable development "Ukraine-2020" and its European aspirations. However, the experience shows that the main condition to ensure the continuity of professional development of senior executives is in their motivation.

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### **Liability of the Representative Local Self-Government Bodies to Territorial Communities: Practical Aspects of its Realization**

**Problem setting.** Governmental liability to the people was and remains topical in Ukrainian society, as evidenced by the events of December 2013 – October 2014. Moreover, it equally concerns both public administration and local self-government and points to inadequate regulation of the problem. The law "On Local Self-Governance in Ukraine" [15] defines the range of subjects to whom the representative local self-government bodies (hereinafter – the RLSGB) are responsible to, without specifying types of such liability. The difference between the liability of RLSGB to the state, and the liability that comes to them to the local communities, is obvious. The main difference is the inevitability of the first, while the second one is optional, as it depends on many factors, including: attitudes in the community, its activity, legal and political culture. So, it is more about political responsibility than the legal one. In order to regulate this type of liability to local communities the RLSGB require revision and clarification of the reasons of its occurrence, sanctions, mechanism for territorial communities to prosecute the RLSGB and its separate members.

**Recent research and publications analysis.** The issues of the RLSGB liability to local communities are studied not enough. The researches of the following scholars are valuable: O. Batanov [2], P. Liubchenko [11], Yu. Todyka [18], V. Shapoval [20] as well as S. Balan [8], I. Kresina [8], H. Malkina [13], M. Samulik [17], Yu. Shweda [21]. Some aspects of liability in the system of local self-government are studied in the papers of N. Batanova [3], Yu. Delia [4], V. Kasho [5], O. Lyska [9], N. Arma<sup>o</sup>h [1]. M. Krasnov was one of the first who studied the RLSGB liability to local communities from political point of view [7].

**The paper objective** is to study political liability of the RLSGB to local communities, and offers for improvement of the practical aspects of its implementation.

**The paper main body.** The paper researches the liability of the representative local self-governing bodies to local communities, reasons of its occurrence and sanctions. The author gives own definition to such terms as "political liability of the representative local self-governing bodies" and "loss of trust". On the bases of a comparative analysis of current Ukrainian legislation new list of reasons for liability of local self-government bodies to local communities is offered, which combines administrative and political aspects of their activities. The necessity of implementation of new sanctions – prevention and self-

dismissal – has been emphasized. The sanctions of personal liability of the deputies of local councils to electors have been analyzed and the measures to improve their practical implementation have been suggested. Also it has been suggested to give to local councils the right of setting procedures of deputies reporting and giving orders to them by electors.

**Conclusions of the research.** The paper explains that the RLSGB have political liability to local communities, which is offered to study as legal duties to manage its property effectively, to provide qualitative managerial and social services, to fulfil their pre-election obligations and promises, to defend its interests before the state. In case of failure in fulfilment of the obligations the RLSGB face negative consequences conditioned by legalized actions of the local community. It is offered to implement a series of measures which will lead to enhanced RLSGB liability to local communities, strengthening and raising of the prestige of the representative body and increase the level of trust to it from the local communities.

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### **Public Health Policy in Ukraine: Development Prospects under the Conditions of Systemic Changes**

**Problem setting.** Development of Ukraine as a democratic state and transformations in the society require the formation of a new concept of administration in all spheres of the country's life. The main goal here is to achieve the European standards of life. Reforms in the health care also belong to the priority reforms.

The current public health system is not able to adequately meet the needs of the population, to ensure the availability, quality and timeliness of health services, adequate prevention of morbidity and mortality. Public health is the area that does not like experiments, as regards the most valuable – health and life of each of us. And the most important thing is that today there is no unified generalized approach to improve equal access to qualitative public health care and to preserve the most precious capital of the state – health of the citizens.

**Recent research and publications analysis.** Critical state of public health system in Ukraine does not leave indifferent the practitioners and leading national scholars. Public health policy issues are researched by such leading Ukrainian academicians as: M.M. Bilynska [2], L.I. Zhalilo [2], D.V. Karamyshev [2], V.M. Lekhan [3], H.O. Slabkui [3], .I.M. Solonenko [4], Ya.F. Radysh [2], N.O. Rynhach [5, p. 93-94] and others.

The basic conceptual principles of development, activity and management in public health are studied in academic works of such foreign scholars as M. McKee [6], E. Mossialos [7], S. Tomson [7], L. Georgieva [8], R. Salchev [8], I. Kickbusch and others.

**The paper objective** is to analyze the public health policy under the systemic changes in Ukraine and to outline its basic problems and identify ways to address them.

**The paper main body.** The article analyzes a modern public health policy under the conditions of systemic changes in Ukraine; also it shows the main defects and factors of the negative medical and demographic situation. It is shown that the health care is a complex issue which demands coordinated interdepartmental and intersectoral interaction, and according to the WHO experts, health should be in every policy.

It is shown that in Ukraine the current state of the public health policy has a number of problems which not only don't provide observance of the state guarantees on health protection and free medical care but create prerequisites to real threat to health of the population. As a result, in the country there is a steady depopulation, mainly due to high death rate of people of working-age. Lack of a unified public strategy of further development of health sector and scientific researches of influence of external and internal changes on its activity are the reason of it. The paper presents the offers for reforms of the public health policy under the conditions of systemic changes in Ukraine.

**Conclusions of the research.** The analysis of public health policy under the conditions of systemic changes in Ukraine showed that today preservation of the health of the population is the issues that concern not only the medical sphere, but all, without exception,

policies and areas of public life. Public health policy must solve two major tasks: improvement of the activity by the public health system and ensuring of the coordination of joint actions of the public health sector and other sectors of the public activity, public and private organizations and citizens in the name of joint interests - what is named "strategic direction in the interests of the health" (governance for health) [9, p. 10].

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### **Cooperation as a Practical Component of Strategic and Tactical Relations of the Public Special Transport Service with other Subjects of the National Security System**

**Problem setting.** The need to find new ways to increase the effectiveness of the military organization of the state was caused by such factors as: not provided changes in the disposition of forces on the international arena, counterterrorist operation in the East of the country and the reforms of the national security subjects for quantitative and qualitative changes in their composition. In these conditions, one of the most efficient ways to improve the efficiency of the power structures of the state is in improvement of interaction between its components on all levels – from strategic to tactical ones. Today, for effective cooperation between the power structures of the military organization of the state and the Public Special Transport Service important scientific and practical results should be in agreement on the location, time and legal level to provide the national security to an individual, society and the Ukrainian state jointly.

**Recent research and publications analysis.** To address the scientific and theoretical study of the interaction of the Public Special Transport Service with the military institutes of the state on the national security system issues the existing theoretical and methodological achievements of the modern military science in this field must be analyzed. It should be noted that the issues of modernization of the public administration and interaction of public authorities are closely related to the components of the national security issues and has been the subject of academic research of O.S Bodruk [2], K.O. Vashchenko [3], Yu.V. Kovbasiuk [3], M.M. Lytvyn [4], Yu.P. Surmin [3] and others. General theoretical basis for the academic studying is the papers by V.V. Barvynenko [1], V.Yu. Mikriukov [5], H.P.Sytnyk [7], V. Tiutiunyk [8], I.O. Shapoval [9], O.V. Shevchenko [10] and others.

**The paper objective** is in scientific and theoretical study of the interaction of the military structures of the state and the Public Special Transport Service in order to enhance the efficiency of their combat activities based on the existing challenges and threats.

**The paper main body.** The article is about the scientific and theoretical study of the points for cooperation of the military organization of the state in the system of national security in the context of achievement of the key principles of effective cooperation of the Public Special Transport Service with the national security forces. It determines the methodological principles of cooperation as one of constituents of the national security in Ukraine, as well as basic principles of activity of the national security subjects. On the basis of the method of abstraction and generalization it was found out the constituents of the mechanism for cooperation between the Public Special Transport Service and the national security forces, as well as formulated the suggestions for its improvement. It was studied the practical constituents of strategic and tactical relations of the Public Special Transport Service with other subjects of the national security system during general implementation of combat missions.

**Conclusions of the research.** Effective interaction of the Public Special Transport Service and the national security forces is based on the appropriate regulatory and legal regulations of coordinated actions of all participants at all levels and measures at the period of implementation of the relevant tasks. The interaction of these forces should necessarily be regulated by the qualitative legal acts. It is important due to the fact that too many regulations become an obstacle, often resulting in negative consequences.

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### **Implementation Peculiarities of the Vienna Document 2011 on Confidence and Security Building Measures in the field of Challenges of a Hybrid War**

**Problem setting.** Since the beginning of atypical military activities on the territory of the Autonomous Republic of Crimea and near the borders of Ukraine in late February 2014 the active phase of the hybrid war began. This led to the urgent need to resolve the conflict through military and political obligations of the states in the field of arms control. The task of strategic character for Ukraine is in scientific research of priorities to improve the efficiency of military and political commitments provision of the state concerning the national security system, as well as scientific studying of the system of organizational and legal measures for implementation of international agreements in the field of arms control.

Special attention was paid to problematic issues in formation of a toolkit for implementation of international treaties on arms control. Thus the main efforts are concentrated on the Vienna Document 2011 on confidence-building and security measures under the conditions of a hybrid war.

**Recent research and publications analysis.** Problems of development and establishment of separate factors of the national security in the context of military and political commitments of the state were studied by Ukrainian and foreign scholars, such as H.P.Sytnyk [2], V.I.Abramov, V.F.Smolianiuk, V.I.Kyrylenko, M.M. Shevchenko [3]. Also the achievements in this field of the following researchers should be mentioned: V.A.Mandrahelia [4], L.M.Shypilova [5], B.K.Sultanov [6] and E.P.Mitskevich [7]. The papers of these scholars form the basis of the institutional and legal framework of public administration, especially in the fundamental justification of decisions related to national security. However, no analysis was conducted towards the practical components of the international commitments of the Vienna Document and no study in this context of the national and European security policy with provision of the suggestions to improve the effectiveness of contractual obligations at the time of the hybrid war.

**The paper objective** is to reveal new forms of interaction between the national and European security structures through the implementation of the Vienna Document in Ukraine in conditions of a hybrid war in the period from March 2014 to March 2015; and to explore modern verification tools with provision of the suggestions to improve its practical components.

**The paper main body.** The paper studies new approaches of the inspections according to the Vienna document 2011 on confidence and security building measures in the terms of dealing a hybrid war since March 2014 to March 2015.

Retrospective comparison of these data verification activities in the field of armaments control and inspections in 2015 in Ukraine and the Russian Federation traces the trend of atypical methods of control using a mechanism of cooperation regarding unusual military activities, which was first applied in the OSCE sphere concerning Ukraine. The paper shows examples of violation of generally recognized legal norms of the worldwide security systems and mechanisms resulting from the Russian military activity in Ukraine and at its borders.

**Conclusions of the research.** Modern conditions create new challenges to the international legal verification obligations of the states. Although the term "hybrid war" is absent in the international legal documents and military doctrines, this phenomenon in 2014 for the first time introduced new forms of implementation of the Vienna Document 2011 on confidence-building and security measures in Ukraine. The situation in Ukraine does not allow implementing the measures of the Vienna Document. Exploration of new forms of action according to the Vienna document highlights the aggression of the Russian Federation in Ukraine and forces countries of the Central and Eastern Europe to engage their weapons modernization and accumulation intensively.

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### **Methodology of Social Partnership Analysis as an Institute of the Social Security System**

**Problem setting.** Change the paradigm of social development in Ukraine contributed to a fundamental change of social relations at all levels of the society. In the society there are the processes including the latent ones that directly or indirectly contribute to the rise of social tension in various fields. Aside from a traditional for a market economy conflict between labour and capital there is deepening of social inequality, growing problems in the social sphere, increased social and economic differentiation of regions and depopulation. The above mentioned and other processes can potentially cause social conflicts and social disintegration. Obviously, there is a social need for deeper theoretical understanding of one of the most effective mechanisms of social integration of the society – social partnership institution. Therefore, assessment of the social partnership impact as a social institution on the social security system in its functioning and development makes it possible to make a direct access to the practice.

**Recent research and publications analysis.** Review of the recent academic papers on this issue shows that there is a clear understanding of the social partnership trend as a factor for development of the welfare state (V.Alekseichuk, V.Andriiv, O.Bortnikova, L.Veselska, A.Kudriachenko, A.Lobanov etc.). [1 ; 2; 3; 6; 8; 9]. T. Liashenko was one of the first in Ukraine to investigate social partnership as a factor of political and social stability [10].

**The paper objective** is to examine the approaches to the integration of social partnership in social, political, ideological and value structure of a society and define its role as a mechanism for conflict-free realization of human, social groups and communities interests to improve the efficiency of public administration in this area.

**The paper main body.** Social partnership in its wide sense is a condition and purpose of social development. It is proved that this phenomenon has essential characteristics, allowing to identify it as a social institute of the social security system, the main destination of which is in coordination of various social interests of social subjects as a factor of safe interaction in the social sphere of society. Methodological basis of social partnership analysis as a social institute makes a complex approach, and the institute of social partnership is determined as a steady form of organization of common activity of people. It promotes a decision of socially meaningful tasks and stable development of sociums of different level by achievement of optimal balance of interests of partners, behaviour, relations, roles and status of which are conditioned by the norms and values of equality, justice, responsibility, negotiation and contractual procedures, sanctions for non-fulfilment of obligations, as well as provision of proper material and other resources. That is why this institute of social partnership is an important component of the social security system of the country.

**Conclusions of the research.** At the empirical level social partnership can be characterized as a social institution in case of:

First, norms, instructions and principles declared, are observed by the subjects of social partnership and real sanctions for non-compliance are applied.

Secondly, social partnership can be considered an integrated into social, political, ideological and value structures of the society if it has a mechanism of transition from political opposition to the political consensus and stands as a priority and aim in public administration; if it provides real balance of interests of the major groups of the society, but does not allow the domination of certain social interests; if it is a model of effective social interactions and relationships in all spheres of public life.

Thirdly, it has developed an organizational structure, sufficient material means and conditions for the exercise of its functions.

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## **Common Foreign and Security Policy of the EU: from National Interests to Common Values**

**Problem setting.** Today the geopolitical situation requires the EU member states to move away from declarative forms of cooperation and to some extent to intensify implementation of the common foreign and security policy. Poor efficiency of the declared common goals embodied in such outer areas like the Eastern Partnership, Black Sea Synergy, has manifested in failure at the European level to meet the expectations of the society. The key issue in the context of the integration of foreign policies of separate European countries is in the reluctance of big countries to give up their political power in this area, hindering the consolidation of the status of the EU as a joint international player and establishment of the balance between national and global interests. Unwillingness of some countries to reconsider their own national policies, the traditional authority of the big countries such as France, Germany, United Kingdom, prevent progress of the ambitious but less influential countries such as Poland. The initiative that would in the general format changed the geopolitical situation in favour of Ukraine. Moreover, new challenges like terrorism, information war, foreign economic factors need to speed up the integration process of the EU for the protection and promotion of common values, including not only the methods of soft power.

**Recent research and publications analysis.** The topicality of the issue of global governance, based on joint security and peaceful coexistence, determines the attention to this issue today. Among the researchers of this issue one should in particular mention I.Manners [16, 17], C.Bretherton, J.Vogler [8] as well as J.Magone [15], M.Smith [22], S.Marsh and H.Mackenstein [18]. Security component and the issue of "militarization" are studied by M.Pollak [20] and A.Vasconcelos [23]. Among the national scholars who analyzed foreign policy of the EU were Yu.Kovbasiuk [1], O.Shapovalova [5], A. Shnyrkov [6]. Defence and security dimension of cooperation between Ukraine and the EU are devoted the papers by O.Poshedin [2, 3] and others.

**The paper objective** is to analyze the priorities of the common foreign and security policy of the EU and some EU member states in response to the modern challenges and new trends in the integration of national foreign policies of the EU member states.

**The paper main body.** The paper analyzes the priorities of the EU member states' national policies with regard to their increasing willingness to pull together the resources at the European level in order to have greater influence over global processes, such as trade policy, environment and political security. Institutional development of the common foreign and security policy as well as innovative integrative tendencies of the EU member states' national foreign policies are considered. Key areas of the external activity of the EU are determined. Practical issues for Ukraine are suggested in order to benefit from the common foreign and security policy.

**Conclusions of the research.** Traditional foreign policy based on national interests, gradually acquires the features of multilateral global governance. Some states, such as Great Britain, Germany and France, are still guided by their national interests that are somewhat different from the common foreign and security interests of the EU. However, these interests are discarded when circumstances require common all-European solution. The EU focuses on multilateral cooperation within the UN, which allows to share potential risks and to reduce the level of national responsibility. Since the 2000s, there is a gradual "militarization" of the common foreign and security policy. The EU managed to develop a number of strategic documents regulating cooperation with almost all regions of the world. And Ukraine has a fundamental place in the implementation of the common foreign and security policy.