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COMPETENCY-BASED APPROACH TO IDENTIFYING STRATEGIC VECTORS OF CULTURAL AND EDUCATIONAL SUPPORT FOR INNOVATIVE TRANSFORMATIONS OF PUBLIC MANAGEMENT

This article identifies peculiarities of strategic vectors of cultural and educational support of innovative transformations of public administration in Ukraine. Using the competency-based approach, we have identified strategic vectors of cultural and educational support for innovative transformations of public administration such as: education vector, culture vector, science and practice vector, technology vector, partnership vector, motivation vector, communication vector, information vector. For each of these vectors in the development of the mechanism of cultural and educational support of innovative transformations of public management we have designated: subsystem of analysis; subsystem of strategic planning; subsystem of forecasting; subsystem of organization; subsystem of control. On the basis of competence approach to the identification and implementation of vectors of cultural and educational support for innovative transformations of public management (taking into account their supporting subsystems), the matrix was created. A general assessment of the effectiveness of the measures is defined as a weighted average evaluation for each vector separately. Examined each of the strains of cultural and educational support for innovative transformations of public administration, which is spontaneous and necessary, but only in the complex implementation of strategic directions of activity in practice permits to achieve the effect of synergy. Analyzed the main tensions of improving human resource policy in the system of public service in the context of their cultural and educational level. Implementation of the author's identified strategic vectors of cultural and educational support for innovative transformations in public management allows us to achieve integral results in the implementation of reforms due to increased staff motivation and integration of all types of educational, professional and cultural-creative activities of the executives.

Key words: public administration, innovations, innovative activity, new public management, innovative approaches.

Statement of the problem. Importance of more precise identification of strategic vectors of innovative transformations of public administration in Ukraine is difficult to overestimate because (as the practice testifies) resource dilution in the unpromising direction greatly enhances the state development. Strategic vectors of innovative changes, which we understand as complex vectors of conceptual, institutional, instrumental and other transformations in the sphere of public authorities (i.e. state and municipal authorities), have to lead to

the successful implementation of reforms in public administration and are aimed at ensuring sustainable development of the country in the coming years. Such transformations concern both the pre-correctional changes and modernization measures.

Analysis of recent research and publications. It is known a lot of scientific works devoted to innovative development and transformation of public management on the basis of interrelations between state and society. In this plan high estimate deserves

the works of modern Ukrainian scientists: V. Bakamenka, V. Bashtannik, V. Golub, M. Izhi, V. Knyazev, N. Nizhnik, A. Kolodi, S. The authors of the present report are the authors of the following organizations: C. Ansell, G. Bookert, S. Waldorf, A. Gash, D. Gray, J. Sorensen, J. Torfing, K. Pollitt, J. Hartl.

The purpose of this article is to identify and clarify specific features of strategic vectors of innovative transformations of public administration in Ukraine.

Introduction of the basic material. The strategic vectors of cultural and educational support for innovative transformations of public administration are to be understood as the complex strains of conceptual, institutional, methodological (including In this context, it is important to understand that public administration is a complex field of conceptual, institutional, methodological (including instrumental) and other innovative transformations in the sphere of public authority that is based on social, educational, cultural and general public values and is aimed at ensuring the sustainable development of the country.

The strategic vectors of cultural and educational support for innovative transformations of public management include: education vector, culture vector, science and practice vector, technology vector, partnership vector, motivation vector, communication vector, information vector.

For each of these vectors in the development of the mechanism of cultural and educational support for innovative transformations of public management must be separately identified:

- analysis subsystem (internal capabilities and resources of the system for compliance with the specified requirements and standards);
- Strategic planning subsystem (defining goals, objectives, priorities, actions, measures, budget);
- a forecasting subsystem (assessment of information, identification of alternatives, development of the optimal algorithm of actions);
- Organizational subsystem (concretization of responsible persons);
- Control subsystem (examination, monitoring, audit).

So, from the competence approach to identifying and implementing the vectors of cultural and educational support for innovative transformations of public administration (taking into account the supporting subsystems), the generalized scheme will take the form of a matrix (Table. 1.1), according to which for each of the specified vectors a number of actions are developed, each of which, in its turn, is specified for:

- terms of performance;
- responsible;
- by the indicators of efficiency.

The overall assessment of the effectiveness of the measures can be defined as a weighted average score for each vector separately, as well as for the formula as a whole:

$$O=B*V \quad (1.1)$$

where: O is the mean value of the criterion, point;

B – score of the indicator, point;

V – vagas of the indicator.

The first evaluation (for an individual vector) allows to evaluate the current state of activity (compliance of actual results with planned ones), and the second evaluation (in general) provides the possibility to compare different systems of the same type among each other (TCO, regions, etc.).

Each area of cultural and educational support for innovative transformations of public management is independent and necessary, but only in the complex implementation of strategic areas of activity in practice allows to achieve the synergy effect. Despite the fact that graduates of higher education specializing in 281 Public administration and management develop general competence, “the ability to preserve and multiply moral, cultural, scientific values and achievements of society” [3], updating their arsenal the “lifelong learning”, which includes a variety of practices, can be used to maintain a high level of competence and competence.

This thesis is confirmed by the fact that legislators, high public servants, executives and managers in the labor market account for about 15% (Table 1.2), which, in our opinion, indicates a lack of their cultural and educational level (hypothetically: due to outdated knowledge and inadequate competence).

Table 1.1

Implementation of cultural and educational support vectors for innovative transformations of public administration using competency-based approach
(written by the author)

Vector / subsystem	Awareness	Culture	Science	Technologies	Partnership	Motivation	Information	Communication (spilkuvannya)
Analyses	Oa1 ... Oa _n	Ka1 ... Cap	On1 ... Nap	Ta1 ... Tap	Pa1 ... Dad	Ma1 ... Map	Ian1 ... Ian	Ca1 ... Sap
Planning	Ople1 ... Ople _n	Kpl1 ... Kpl _n	Hpl1 ... Hpl _n	Tpl1 ... Tpl _n	Ppl1 ... Ppl _n	Mpl1 ... Mpl _n	lpl1 ... lpl _n	Cpl1 ... Cpl _n
Forecasting	Opp1 ... Opp _n	Kpc1 ... Kpc _n	Nnp1 ... Nnp _n	Tpr1 ... Tpr _n	Prp1 ... Prp _n	Mpr1 ... Mpr _n	lpr1 ... lpr _n	Cp1 ... Cp _n
Organization	Oo1 ... Oo _n	Co1 ... Coop	But1 ... Nop	To1 ... Top	By1 ... Pop	Mo1 ... Moop	lon1 ... lon	Co1 ... Con
Control	Ok1 ... Ok _n	Kk1 ... Kkn	Nk1 ... Nkn	Tk1 ... Tkn	Pk1 ... Pkn	Mk1 ... Mkn	lk1 ... lkn	Sc1 ... Scp

Note: O, K, H, T, П, M, C - measures for realization of cultural and educational support of innovative transformations of public management, accordingly, in the sphere of education, culture, science, technologies, partnership, motivation, information, communication; n - number of measures.

Table 1.2

The number of registered unemployed in the field of public service in 2019, According to the data of the state employment service
(composed by the author according to material [1])

	autumn to berezen		September – September		autumn to autumn	
	number of people	in % to the same period of 2018.	number of people	in % to the same period of 2018.	number of people	in % to the same period of 2018.
The same	340,7	92,9	287,1	94,5	268,2	93,4
Including legislators, senior civil servants, executives, managers	47,3	94,3	43,6	94,3	42,1	93,4
% to total	13,88	-	15,19	-	15,69	-

Despite the fact that the State Statistics Service of Ukraine does not conduct a separate study of unemployed public servants themselves, but counts them in the group with other managers, the very fact of dismissal of this kind of employees is, in our opinion, indicative. Therefore, the personnel policy in the public service system requires improvement.

As Y. Kovbasyuk, K. Vashchenko, Y. Surmin [1], “the formation and implementation of the state personnel policy must be carried out on the basis of systematic activity, which combines scientific and methodological, political and legal, socio-economic, moral and psychological, social and cultural, management and innovation aspects.

In our opinion, the main directions of improvement of personnel policy in the public service system in the context of their cultural and educational level are:

- Formation of the state order for training qualified specialists in accordance with

the priorities of their social and economic development determined by the state, as well as by the regions (i.e, This means taking into account actual needs “on the ground” which include an expanded list of university-specific competencies and programmatic learning outcomes, including in cultural and educational aspects);

- training of public servants in accordance with the priority areas of development of innovation and investment processes (i.e., periodic review and updating of training programs for professionals in accordance with the strategically promising areas);

- Increasing the level of quality of education of specialists (by improving the system of assessing the quality of education, e.g. by introducing a comprehensive examination in the field for all educational specialists who complete their studies);

- Development of the state mechanism for providing opportunities for continuous cultural and educational development of public

servants (which will allow them to implement the concept of "lifelong learning" in parallel with the construction of their own career).

The implementation of these strategic vectors of cultural and educational support for innovative transformations of public administration will achieve integral results in the implementation of reforms (including human resources). The main goal of the project is to develop and implement a new strategy for the development of public administration in the country.

Conclusions. According to the results of the conducted research of strategic vectors of cultural and educational support for innovative transformations of public management, we can make the following conclusions:

Using the competency-based approach, the strategic vectors of cultural and educational support for innovative transformations of public management have been identified and their essence has been clarified;

Implementation of the strategic vectors of cultural and educational support for innovative transformations in public management will allow to achieve integral results in the implementation of reforms due to increased staff motivation and integration of all types of educational activities, professional and cultural-creative activities of the executives.

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Саламатов В.О., Масляк М.І. Компетентнісний підхід до визначення стратегічних векторів культурно-освітнього забезпечення інноваційних трансформацій публічного управління

У статті визначено особливості стратегічних векторів культурно-освітнього забезпечення інноваційних трансформацій публічного управління в Україні. З використанням компетентісного підходу визначено стратегічні вектори культурно-освітнього забезпечення інноваційних трансформацій публічного управління, а саме: вектор освіти, вектор культури, вектор науки і практики, вектор технологій, вектор партнерства, вектор мотивації, вектор комунікацій, вектор інформації. Для кожного з зазначених векторів при розробленні механізму культурно-освітнього забезпечення інноваційних трансформацій публічного управління визначено: підсистему аналізу; підсистему стратегічного планування; підсистему прогнозування; підсистему організації; підсистему контролю. На основі компетентісного підходу до визначення та реалізації векторів культурно-освітнього забезпечення інноваційних трансформацій публічного управління (з урахуванням забезпечуючих їх підсистем) побудована матриця. Узагальнена оцінка ефективності заходів визначена як середньозважена бальна оцінка за кожним вектором окремо. Досліджено кожен з напрямків культурно-освітнього забезпечення інноваційних трансформацій публічного управління, який є самостійним і необхідним, але тільки в комплексі реалізація стратегічних напрямків діяльності на практиці дозволяє досягти ефекту синергії. Проаналізовано основні напрями удосконалення кадрової політики в системі публічної служби в контексті їх культурно-освітнього рівня. Реалізація визначених автором стратегічних векторів культурно-освітнього забезпечення інноваційних трансформацій у публічному управлінні дозволяє досягти інтегральних результатів у проведенні реформ завдяки посиленню мотивації персоналу та інтеграції всіх видів освітньої, професійної й культурно-творчої діяльності виконавців.

Ключові слова: публічне управління, стратегічні вектори, культурно-освітнє забезпечення, інноваційні трансформації.