

# PROFESSIONAL COMPETENCE OF GOVERNMENT EMPLOYEE AS A CONDITION FOR PUBLIC AUTHORITIES EFFECTIVENESS

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## ARTICLE INFO

Received 3 September 2017  
Accepted 19 September 2017  
Published 7 October 2017

## KEYWORDS

public authorities,  
professional competence,  
effectiveness,  
government,  
morality,  
management,  
society

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## ABSTRACT

The article is dedicated to the issues of professional competence of for public authorities. In the article approaches to interpretation of concepts «professional competence» and «competency» are considered. Professional competence is considered as an integrative characteristic of a specialist in public administration, which includes not only the totality of professional knowledge, but also professionally significant personal qualities that determine the independent activity of a specialist. The content of professional competence of civil servants is determined with the help of the following components: emotional-regulative, behavioral-activity, communicative, socio-psychological, especially professional. The article emphasizes that the introduction of a competent approach in the civil service necessitates the formation of a new culture of governance of public institutions, which involves the development and implementation of new methodological principles of culture for the implementation of the main functions of management and human resources management.

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In the knowledge economy, the main production resource is personnel capable of quickly mastering new professions, at first, the ability to form their own resources of knowledge and skills on the basis of personal cognitive schemes; secondly, the possession of information and intellectual technologies that ensure their capitalization and on this basis the long-term and reliable operation of the business. The problem of the formation of professional competence remains an urgent scientific problem for many countries of the world. There is also a need for a comprehensive understanding of both the content of professional competence and the process of its formation and development in the modern public service in Ukraine. Without competence and many other professionally important qualities, the formation of which in the course of professional activity takes place in a complex or even systemic way, it is impossible to form the professionalism of management personnel of public administration.

The effectiveness of governance depends on the quality of functioning of the civil service, based on a body of highly qualified specialists in the area of the state officials.

Issues that problems related with the formation of professional competence are explored domestic scientists: N. T. Goncharuk, O. F. Melnikov, O. Obolensky. Among the foreign scholars who worked in the field of public administration in developing the problems of training and improving the skills of public authorities, it is necessary to mention such researchers as V. Dwait, P. Jarvis, D. Jameson, P. Drucker, W. Roswell, J. Raven, L. M. Spencer and S. M. Spencer.

Specialists in the field of management among a variety of problems, including psychological ones, today identify a number of the most relevant for the organization: increasing the professional competence of managers at all levels, improving the efficiency of training method and retraining of management personnel; activation of the human resources of the organization; assessment of management specialists; assessment and improvement of the socio-psychological climate, the consolidation of personnel around the organization's goals.

Professional competence of the personnel is professional-statutory possibilities of realization of the person of his powers in the professional activity, a wide set of professional knowledge, skills and abilities which can be used in different situations. The professional competence of the staff must include a personal and social components, determined by the activity of the individual in the joint activities of the team and the implementation of the goal. The professional competence is formed on the basis of theoretical knowledge, practical skills, significant personal qualities and life experience,

which leads him to readiness to carry out his professional duties and ensure a high level of his self-realization and competitiveness. [1].

The state as a special institution of public political power, has its tasks and functions that are practically implemented through concrete actions of the personnel, who is employed by the state - public authorities. The state is gaining power precisely in these cadres, in the contingent of its employees. The tasks and functions of the state with their practical implementation become the tasks and functions of the public authorities and it the quality of public administration depends on them.

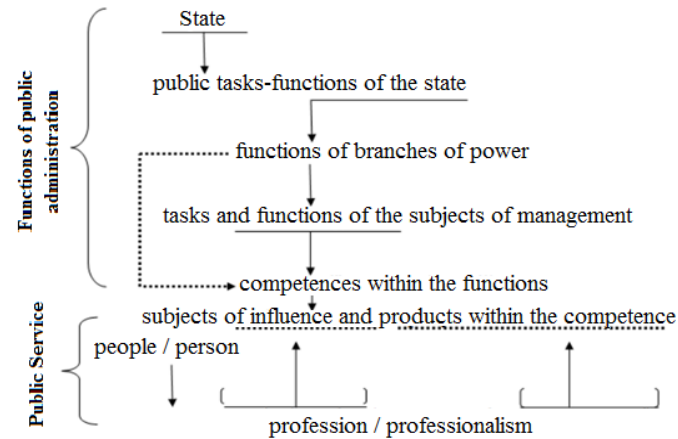


Fig. 1. Morphology of communication between public administration and the state Service [2]

Public service is the foundation of the state organization mechanism through which society perceives and receives the influence of state institutions. This public service acts as an organizational tool for achieving the State's goals.

The effectiveness of the activities of any state body, in particular, of the civil service as a whole, depends directly on the concept of selection, placement and rational use of staff members of these bodies, professional training, level of qualification and experience of the corps of managers.

State-service relations, like any other socially are regulated with legal norms. They have a number of features that distinguish them from other types of social relations, that is, from relations that are governed by other social norms. As the essential features of a public-relations official release in the literature: 1) state-legal, that is, those that are mostly governed by the norms of administrative law; 2) special (status) legal relations that determine the status of civil servants (officials); 3) the relationship of trust, service, loyalty of the public authorities, which basically stipulate the rights and duties of public authorities; 4) the power of state-legal relations, which means, in this case, the dominance of state sovereignty and independence, the sovereignty of the authorities of public authorities, the possibility of organizing administrative and administrative measures, administrative and jurisdictional actions, and measures in the middle of a state organization; 5) state-service relations are related to the management of a public office, that is, a public servant carries out the functions of the state and solves a range of state tasks; 6) state-service relations are based on the special principles that are specific to them and the general principles of the civil service institute; 7) state-service relations arise, change and cease on the basis of a set of legal facts [3].

Paradigm of competencies, first of all, has allowed to raise issues of evaluation and development of professional activities of specialists of various branches in the field of work psychology in the field of management, which gives grounds to establish a link between science and the field of social practice. As a result: the combination in such a system of such different approaches to the assessment of professional activity as organizational and technological (allows to assess the adequacy of the allocation of individual operations and the level of their technical equipment), psychological, vocational, organizational and economic [4].

The main reason for applying a competent approach to the organization of the civil service system is the possibility of using this factor as the main agent of change. Competences are intended to shift the emphasis of perception of the civil service from the sphere of legal relations and political installations into the sphere of professionalism of persons exercising functions of public administration [4].

Thus, competence is the degree of qualification of an employee, which helps to successfully solve problems facing him. It determines the employee's ability to perform his functions efficiently and unmistakably in both normal and extreme conditions, successfully mastering a new one to quickly

adapt to changing conditions. The DeSeCo (Definition and Selection of Competencies) program defines the concept of competence as the ability to successfully meet individual and social needs, act and perform the tasks. Thus each competency should include treatment, values, emotions and behavioral components, knowledge, skills, everything that can be mobilized for active action [5]. The concept of "competence" can be viewed from the point of view of the person who performs work, and in terms of work performed by a person. Competence of the position - the requirements necessary for the successful performance of work corresponding to this post, formulated in terms of integral qualities of an individual or collective entity. These qualities, as a rule, combine knowledge, professional skills and individual-type or organizational-cultural characteristics necessary for successful work (in a certain profession, in a certain position).

In our opinion, it is necessary to emphasize the substantial difference between the categories "competency" and "competence". Competency (expertise) is the procedure of the technical knowledge of the knowledge about the subject matter, and competence is the meaning of "knowing the knowledge - competency in the future", the situational category is the characterization of the preparedness of the providentiality in specific occupational situations. Competence is an integrated indicator of personality qualities, characterizing the willingness to carry out certain activities. These are the positions that make decisions. The manager (manager) can be competent and able to accept a high-quality solution, and also to implement it effectively only if he has special knowledge in the area of the activity in which he manages, in which he carries out professional activities. The decision will be competent if it sufficiently fully reflects the goals and objectives of the management of a particular object, in conjunction with knowledge of the nature and specificity of this object, as well as trends in its development in interaction with the environment. development in interaction with the environment. In addition, the knowledge of the case, the specific object and the problem to be solved, must be supplemented by knowledge of management (management) and decision-making theory [6].

It should be noted that in science there is no single approach to the allocation of types and structural components of professional competence. Summing up the existing approaches to the classification of the competencies of a public authorities, we consider the following as the main ones.

1. Functional (professional) competence: characterized by professional knowledge and ability to implement them. Requirements for professional competence largely depend on the level of management and the nature of the post. Today, for senior executives, the importance of special and increasing role of methodological and social knowledge and skills, communication skills, management of workers, the ability to perceive and interpret information.

2. The legal competence of public authorities is formed in the course of basic vocational training, which relates to the main branches of law and is based on the skills of its professional application in various fields of activity.

3. Time competence: reflects the ability to plan and use working time rationally. It contains an adequate estimation of time expenditures (the "feeling of time"), the ability to design a program to achieve the goal in the time continuum (space). to correctly determine the time consuming.

4. Economic competence is differentiated depending on the specialization of public authorities and within the framework of a general for all level should include an assessment of the ability to apply a comparative analysis of key economic concepts.

5. Social competence: involves communication and integration skills, ability to maintain relationshipsseek their own, correctly perceive and interpret other people's thoughts, express their attitudes, conduct conversations, etc. Social competency characterizes the interactive abilities of the employee, the culture of business communication both vertically "head - subordinate", and horizontally - "workers of the same level", as well as clients of the enterprise. Social competence includes:

- knowledge of the ethics of business communication;
- ability to prevent and resolve conflicts relatively painlessly;
- ability to transfer information quickly and correctly;
- ability to establish communication;
- the ability to give clear and precise objectives and motivate employees respectively.

6. Political competence and moral legitimacy implies an understanding of the nature of the basic social functions and organizational structure of the modern state, the principles and forms of democracy, the nature of the interaction between different branches of government, the role of political parties in the life of society.

7. Personality competences: intellectual abilities (reason, logic, conceptuality, originality, prudence); features personality traits.

8. Intellectual competence: expressed in the capacity for analytical calculus and the implementation of an integrated approach to fulfilling its responsibilities.

9. Management competence includes knowledge of management methods, value-orientation regulation, integrated management of labor motivation, development of creative potential, etc. Managerial competence presupposes an understanding of the organization, structure and methods of management, management technology, situational approach to the selection of optimal management practices, management style, modern methods of selecting managers, assessment of their business qualities, the formation of management teams, etc. (the basis of management, sociology, management psychology) [7]. For civil servants, it is a special one that follows from the nature of their professional activities.

Management activity of public authorities as persons - subjects of law, which realize the functions of the state, is regulated by means of legal acts. However, the legal rules regulate only the most important procedures and operations of this activity. Behind them remains a lot of relations between officials with the state, society, among themselves, numerous conflicts that arise in the process of their activities and are not subject to legal regulation. The higher the qualification and status of an official, the less standardized becomes the process of solving unrepeatable, original tasks, the wider becomes the choice of the option of action, personal discretion.

The level of morality of public authorities depends not only on the authority of the authorities, the effectiveness of the implementation of strategic goals, concrete decisions at all levels of government, but also the social feeling of society. Since the ethics of public authorities are based not only on their conscience but also on social needs, ethical standards in the performance of official duties provide for special procedures and methods of control, which depend on many circumstances and are determined separately. Occupational behavior, by definition, is a controlled behavior. If this behavior is a component of professional activity, then the moral and ethical component can be considered personal competence and, thus, it falls under the understanding of social responsibility. By putting forward the requirements of responsibility for management, it is necessary to distinguish among themselves the social problems that it is capable of solving. It is clear that management does not have any professional competence or appropriate authority to take professional responsibility for solving all social problems.

Managers can bear professional responsibility to the community only as a collective leader-group in the social organization of society. Individually, the manager is not a public leader, he is only a member of the leader group. Individually, he is an ordinary employee, he works for hire. Therefore, the manager can not bear the professional responsibility to the society individually. His professional responsibility as a member of the leader group can only consist in the fact that the manager is subject to the requirements of professional ethics - the ethics of responsibility. The concept of "responsibility" indicates that it is necessary to develop additional regulators of activities based on other principles than legal and professional responsibility, which, in particular, will allow to take into account the future, has a continuous principle of operation and is not limited to any spatial sphere.

**Conclusions.** Scientific research on competence and its formation in professional activity, proves that this process is impossible without taking into account numerous factors that directly affect the competence itself. Professional competence is directly related to the professionalism of the individual - the sphere of competence itself, the circle of knowledge is directly related to it. The formation of structural and logical connections between the functions of the authority, its organizational and professional structure, the relevant labor processes and the activity of the official in the position makes it possible to allocate the basic complex of labor functions, as well as to take into account the entire list of works, their complexity, subordination, structure of workers connections within the same link of the labor process, where the position is placed. The description of occupational activity in the workplace in terms of labor operations enables to construct a model of professional activity, to adequately determine the requirements for work at the position in terms of the profile of competencies, as well as to apply a set of diagnostic methods for assessing the professional ability of the employee - the profile of competence. Successful formation of professional competence has a direct impact on the expansion of the characteristics of professional orientation, that is, directs the process of professional socialization into the formation of professionalism, while enriching the professional experience of a public authorities.

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