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MECHANISMS OF IMPLEMENTATION OF STATE PERSONNEL POLICY IN UKRAINE AT THE REGIONAL LEVEL IN THE CONDITIONS OF MARTIAL LAW AND RESTORATION OF UKRAINE

The article makes an attempt to systematize the existing problems of personnel policy at the regional level of public administration bodies in Ukraine. The current challenges of wartime are analyzed, in particular, within retrospective research, which allowed stating that in the historical practice of Ukraine, two main concepts of personnel policy are clearly visible – highly centralized and democratic – and a combination of these concepts of state personnel policy in war conditions leads to conflict between them, significantly deteriorating the quality of public service personnel policy, especially namely at the regional level. It is emphasized that the vagueness of personnel selection criteria, the lack of primacy of the meritocratic paradigm and many other aspects of personnel policy in the regions do not allow us to recognize the existing mechanisms for personnel renewal as meeting the requirements of the time. Over the years of the existence of the "vertical of power," the center has failed to create a system within which it was possible to generalize and analyze the experience of implementing personnel policies, including using the capabilities of civil society. The work is based on the fundamental principles of the classical sociological theory of management and proceeds from the application of the principle of differentiation of management activities of administrative resources. When carrying out the research, general scientific methods were used: structural-functional, systemic. Within literature analysis, the implications of NPM on personnel policy in public administration bodies are investigated. The article also considers the case of post-war Iraq in reforming public administration landscape and appropriate personnel policies, which could be highly beneficial 'best practice' for Ukraine in designing mechanisms of state personnel policy at the regional level in the conditions of war and in future period of reconstruction.

Keywords: public administration state policy; New Public Management; common sense management; regional level; reforms.

Introduction

The essence of personnel policy in the system of public authorities is to attract, retain, and adequately use highly qualified specialists in the state and municipal service, to create conditions for them to implement their professional potential for the successful performance of official duties and to ensure on this basis the effective functioning of state and local self-government authorities.

Personnel policy is designed to make full use of the creative potential of employees, their energy and ability to solve pressing problems, to help state and municipal employees most fully manifest their skills, talents, and abilities. Based on this approach, it is possible to improve the quality of work of employees and ensure the implementation of the most important government programs in the economic, social, cultural, and other spheres.

The main goal of personnel policy in the system of state authorities is the formation of such personnel potential, which, in professional and business terms, would ensure the effective functioning and development of the state apparatus and local authorities.

In the historical practice of public service in Ukraine, two main concepts of personnel policy are clearly visible:

1) Highly centralized (a feature of the administrative-command system): with the widespread use of the principle of appointing senior civil service personnel while limiting the democratic mechanisms for their nomination and placement (election, taking into account public opinion, collegial decision-making on personnel issues, etc.);
2) Democratic (in essence and in technology of organization): the system of formation and development of the personnel corps, although centralized, is unified within the state (based on the unity of goals, principles, standards for appointment and training of personnel).

In war conditions, a combination of these concepts of state personnel policy can be traced, and they are in conflict. At the same time, the real embodiment of personnel policy in executive authorities is personnel work, which is a set of technologies, methods, and mechanisms for its implementation in practice. Personnel work is the direct activity of personnel services of organizations to form and improve the personnel of relevant structures.

Despite the long-term reform processes and reorganizations in the public service system of Ukraine, the results of

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the conducted surveys testify to an insufficient level of trust in officials, politicians, judges – representatives of various types of public service institutions. Based on the results of a survey conducted by the Razumkov Center in May 2023, an assessment of the level of trust in civil society institutions is presented [11], where distrust is expressed to the following elements:

- The courts (the judicial system in general) – the majority of respondents (70 %);
- State apparatus – 66 %;
- Prosecutor's office – 58 %;
- Verkhovna Rada of Ukraine – 55 %;
- Government of Ukraine – 49 %.

At the same time, distrust rather than trust is expressed to such newly created structures as:

- Specialized anti-corruption prosecutor's office (SAP) – 49.5 % distrust and 27 % trust;
- National Agency for the Prevention of Corruption (NACP) – 49 % and 26.5 %, respectively;
- National Anti-Corruption Bureau – 49 % and 30 %, respectively.

The problem of formation and implementation of an effective state personnel policy is worsened by the insufficient level of development of its regulatory and legal support. The construction of a transparent system of public administration, the creation of a professional institute of civil service was considered among 62 reforms along with decentralization, the construction of an effective system of territorial organization – in the Sustainable Development Strategy "Ukraine 2020". Today, these strategies have lost their temporal or essential relevance, and there are no new ones that would formulate the goal of modern state personnel policy. Lazor at al. [11] rightly point out: "since 2014, more than 72 concepts and 52 strategies have been adopted at the state level, but the mechanism for mutual coordination of such documents is practically absent".

During the war, common sense management prevails all the more in personnel policy at both the national and regional levels of public administration bodies, which is a natural result of the paradigmatic shortcomings described above. The spontaneous use of personnel management due to the "demonstration effect", institutional fetishism, belief in the "automatism" of institutional and legal transformations without taking into account the organizational consequences and the human factor, the pragmatism of assessing personnel management as "compensation" for organizational and technological activities block the formation of personnel management as an independent management practice, define its vision in the categories of "everyday life", common sense and routinization. Much of effective management involves common sense, but it is effective only in case if it is embedded in overall system of management built on the basis of management science. It is especially crucial during wartime, since the level of public administration personnel professionalism can appear decisive even for military outcomes in the region. In this context, it seems expedient to address to other countries experience, in the process of designing effective mechanisms for regional state personnel policy in Ukraine under the conditions of martial law.

Research methods and information base. The work is based on the fundamental principles of the classical sociological theory of management and proceeds from the application of the principle of differentiation of management activities of administrative resources. The work reflects the position of the school of human relations, the active human factor.

When carrying out the research, general scientific methods were used: structural-functional, systemic. The methodological basis of the study is the theory of professional managers in the public sphere, which was developed by M. Weber, as well as the theory of political and public administration, formed by the complex scientific discipline "general theory of public service".

Analysis of recent research and publications. Personnel policy is an integral part of the state management system. Recognized researchers of the phenomenon of bureaucracy and the effectiveness of public administration are M. Weber, M. Crozier, P. Blau, V. Wilson, C. Montesquieu. The problems of formation, designing, and development of public administration and public service, the development of theoretical issues and other conceptual foundations of public service were considered and studied in the works of many scientists.

Scholars have noted that national implementations of NPM reforms vary, leading to disparities in approaches to human resource management and public organization performance [12]. Furthermore, the NPM changes are being implemented inconsistently and inadequately in a number of developing nations, which is causing issues with both HRM and the delivery of public services [16].

As a result of the recent emphasis on providing the public with high-quality public services, academics have focused more on the performance of public organizations as a result of the introduction of new public management (NPM) reforms and have also assessed the performance development of public employees [15]. Three elements are included in the NPM concept: disaggregation, competition, and incentives [13]. The incentivization component speaks of particular rewards for performance as opposed to broad ones, utilizing a flat pay scale for the servants' shown dedication to particular organizational values. The competitive element pertains to public organizations aiming to hire the most exceptional public employees who possess a strong drive to deliver exceptional services. A split, decoupling, or subuniting of public institutions toward a larger objective that emphasizes public service delivery and improves performance outcomes and accountability is referred to as the disaggregation component. The theory is that giving public units more autonomy would increase top management's central authority over performance outcomes. To be more precise, the governments list the services that will be provided, and the sub-units specify how these services will be provided. This gives HR the freedom to effectively provide these public services inside public bodies.

In developed nations, these three NPM components have resulted in many reforms, namely:

(1) Term used to describe the post-bureaucratic competitive government's pursuit of more adaptable service delivery methods,
(2) The relationship between the citizen and the state, which explains the necessary entitlements in this relationship to empower the public about services,
(3) Accountability transferred to individuals who use these services, similar to clients who must be pleased,
(4) Principal area of concentration or set of values that influence performance outcomes,
(5) Professional nature of relationship between deliverers and receivers,

(6) Strategy of delivery that divides public agencies into smaller groups or uses ideas from the private sector,
(7) Performance goals with an emphasis on controlling inputs and outputs,
(8) The function of public engagement in providing community input on the public services provided, and
(9) Performance management as a core sound NPM reform modernizing and delivering public services in excellent manner [4].

Inefficiency, ineffectiveness, bureaucratic problems, a lack of autonomy, recklessness, a lack of transparency, a weak accountability system, a weak legislative framework, a weak HRM role, and low public participation are the main areas where the NPM changes are not being implemented as intended [18]. More particular, poor organizational practices, a lack of competencies and skills, low quality, weak HRM, weak accountability, and irresponsibility have led to an inability to achieve goals, ambiguity in goals and jobs, and weaknesses in the performance management system [1]. In addition to these, centralization efforts, employee discontent, a feeble HRM function, and unethical behaviors have been brought about by elements including corruption, bureaucracy, a lack of autonomy, and a weak legal framework [17]. As a result, the shortcomings in NPM reform implementation that have been discussed could potentially erode the effectiveness of HR practices and policies, including workforce management, succession planning, training and development, performance evaluation, and motivation (i.e., motivational activities). Furthermore, academics have stressed that public organizations should be the focus of research about these HR practices and policies related to the implementation of NPM reforms in the developing countries [14].

Through the establishment of initiatives that would have a long-term impact on employees' performance and the empowerment of public companies to take strategic HRM decisions, the NPM idea was crucial in transforming HRM from a routine to a strategic function [12]. As such, HR policies should serve as the foundation for the integration and alignment of HRM with organizational strategy [8]. Nonetheless, academics have clarified that labor relations, management practices, and government rules are the root causes of public organizations' HR policies [6]. Public organizations' HR policies are devoted to administrative and highly centralized functions, which impede the adaptability and effectiveness of reforms. Furthermore, because government laws and regulations, which also govern public organizations, are the source of the HR policy that governs HR practices, the majority of issues with HR practices are caused by management styles and organizational contexts like bureaucratic models and centralized roles. Therefore, established and antiquated HR practices may result from the relationship between government rules and HR policy [7]. The practical example of these provisions is, in fact, seen in Ukraine.

Presentation of the main material of the study with justification of the obtained results

The determinants of the basic dysfunctions of personnel policy in the regions of Ukraine are: lack of orientation in personnel selection to the meritocratic paradigm; the existence of systemic corruption; ineffectiveness of training and retraining systems for management personnel for public service in the country's universities; ineffectiveness of feedback mechanisms, during which both personnel policy in general and the quality of work of persons appointed to public administration positions are assessed [10; 9]. The adoption of a comparative system of indicators for assessing the effectiveness of regional and municipal leaders will inevitably cause opposition, since these indicators currently indicate the ineffectiveness of personnel placement in a significant number of regions. It is necessary to develop a new system for monitoring the situation with the implementation of personnel policy in the regions, within the framework of which the anti-crisis activities of regional elites would receive an objective assessment.

The updated model of selecting applicants for government positions through the "personnel reserve" procedure with elements of publicity is not capable of radically changing the existing personnel policy in the country. The main disadvantages of new personnel practices are the following: scientifically unfounded selection criteria; lack of responsibility of the experts involved; focus on choosing already established leaders; lack of mechanisms for training promising personnel at the early stages of career growth.

Meanwhile, personnel policy is an integral part of the functioning of the state and the ongoing political changes are reflected in the methods of personnel selection. Speaking about the positive and negative components of personnel policy, it is necessary to consider them in Weber's understanding as "ideal" factors, the assessment of which can be identified by studying the vectors of social development. In practice, strategic personnel decisions can be useful from a tactical perspective and disadvantageous from the point of view of long-term goals [2].

It is quite significant that namely within the framework of the "vertical of power" political model, it was considered appropriate to appoint heads of regional administrations. Thus, an important political institution was abolished, which placed responsibility on citizens for the choices they made and allowed for the possibility of taking into account changes in electoral preferences in the implementation of personnel policy. Of course, in war conditions, the appointment of heads of military regional administrations is completely appropriate and necessary. However, the pre-war practice of appointing "governors" had a negative impact, at least on the informal accountability of these structures to civil society and other stakeholders.

The lack of continuity in the implementation of regional personnel policy is a factor in reducing the legitimacy of power holders appointed and removed from office by the national center. As a result, the central government can no longer appeal to the population who made a mistake during the election campaign, and is forced to take into account the population's complaints regarding ineffective personnel policies. There has been a failure in the strategy for building civil society – being completely removed from the decision-making process, the population is not responsible for the actions of the regional authorities. Thus, a decision in the field of personnel policy that pursues local goals leads to long-term negative consequences in the development of society.

The political model of the "vertical of power" in relation to the regions provides in most cases for the selection of albeit authoritarian, but quite predictable governors. Having concluded a "strategic truce" with the regional elites, the national center resolved issues of strategy, paying rather little attention to how the personnel reserve was formed in the regions and how changes occurred within the financial and industrial groups that were in power. Of course, non-interference had its limits – when the interests of central poli-

tical and economic actors were violated, the center used the political, power, economic, and other levers of influence at its disposal to correct the dysfunctions that arose.

The vagueness of personnel selection criteria, the lack of primacy of the meritocratic paradigm and many other aspects of personnel policy in the regions do not allow recognizing the existing mechanisms for personnel renewal as meeting the requirements of the time. Over the years of the existence of the "vertical of power", the center has failed to create a system within which it was possible to generalize and analyze the experience of implementing personnel policies, including using the capabilities of civil society. By removing citizens from active participation in political life and blocking political initiatives of civil society, the government thereby deprives itself of an additional channel for checking the effectiveness of the implementation of personnel policies in the regions [19].

Declarative statements about the need to create a competitive economy and social sphere are not always confirmed by the real steps of regional leaders to improve the efficiency of selection and placement of employees subordinate to them. The absence of an unambiguously formulated personnel policy in the regions, personnel changes that occur without a public and clear explanation of the true reasons for resignations, reduces the legitimacy of the elite in power.

Under the influence of the military crisis, the legitimation of the majority of managers in power structures is decreasing. The result is a deep systemic crisis. Therefore, human resource management during the war and in the post-war period acquires a particularly important role for all branches of regional government. The implementation of a targeted personnel policy is complicated by worsening intra-elite contradictions: various political and economic groups will wage a political struggle for dwindling financial resources. Accordingly, the strongest groups of the regional elite would win this fight: those who have the best procedures for adopting and implementing management in practice, the best risk management and have a personnel reserve of effective officials.

Craciunescu C. [5] in her article "Iraq's Public Administration Policies: An Overview", published in 2017, focused on the measures taken by the government in order to bring about the changes that are needed in Iraq, as well as providing a description of the projects that are implemented to fulfill the above-mentioned purposes, despite the waves of conflicts that took place in Iraq.

With the assistance of USAID (the United States Agency for International Development), the Tarabot-Iraq Administrative Reform Project implemented policies aimed at enhancing the administrative capacity of the Iraqi government, given that the country does not have a stable public administration system. To put it another way, it essentially lacks such a network. As the project concentrated on measures to help Iraq manage the latter, the USAID-Tarabot Iraq Administrative Reform Project-Annual Report from 2015 states that a severe lack of resources caused a crisis in Iraq's public administration in 2015. The project, which collaborated with Iraqi ministries and officials, aimed to improve public procurement, reduce government spending, and boost oil revenue. One of the most significant initiatives undertaken by the government is the Public Procurement Reform (also known as the Public Housing System Reform), which uses globally recognized procurement procedures to assist the project. The fundamental goal of the procedure is to increase confidence in Iraq's private sector. It is well known that Tarabot helped the ministries with the process of creating the SOPs (Standard Operating Procedures) for every unit involved in the field of public policy as well as the strategic planning. With ongoing capacity building in budgeting, procurement, project oversight, and management, the project also possesses the potential and influence to enhance capital investment planning and implementation.

There is no denying that Iraq is a true representation of social and political instability. Furthermore, one of the largest obstacles Iraq had to overcome was the overthrow of Saddam Hussein. Surprisingly, though, Iraq made considerable attempts to implement good governance practices. In an effort to alter the impression that it was an inhospitable country held by foreign powers, the country created an image of a technocratic administration led by highly educated individuals.

Unfortunately, the issues with public administration in Iraq are closely related to the overall social unrest brought about by the war, since Iraq's social harmony and unity were treated with the same contempt as the country's culture and history [5]. Iraq's situation and future are bleakly depicted by the plans to partition the country into regions and, eventually, implement a quota system based on religious and ethnic affiliation in the public services. The Iraqi society has limited options because of the ongoing emphasis on the ethnic and religious differences that ultimately consumed the nation from the inside out. Iraq's public administration is undoubtedly characterized by waves of policies that had a significant impact on society. To obtain a more comprehensive and realistic view of the nation's reality, additional factors such as the ongoing state of combat, economic disruption, and social unrest are taken into account. Experts believe that any attempt to impose a Western strategy that ignores the Islamic way of thinking and doing will not be a solution, but rather would heighten the likelihood of instability, at least for the next ten years.

Additionally, a few intriguing changes were implemented. Specifically, the capable minister is in charge of managing his ministry profitably, and the governor is in charge of overseeing his provincial directorates in terms of staffing levels, job titles, and the requirement that capable personnel carry out their responsibilities. If necessary and in the public interest, the Minister of Finance may approve the use of special positions. He may also add the annexed tables to the Law, on the recommendation of the competent Minister or the Governor in relation to his province, to create positions outlined in service regulations and rules of semiofficial directorates having the same nature as that of the mentioned directorates. For the upcoming fiscal year, each Minister, governor, and head of an institution not affiliated with a Ministry shall estimate the number and position of workers required for each affiliated directorate. The estimated number of positions and their corresponding numbers must be submitted to the Minister of Finance by the date specified by him. A table of amendments will be included to the budget upon the Finance Minister's acceptance of it.

Given the elusive nature of long-term security in the Middle East, Iraq's political elites must make a firm commitment to creating an economic and budgetary framework that is resilient enough to withstand shocks to the system in the future. The Iraqi government faced the difficult task of

regaining territory from transnational terrorists in 2014, when the Islamic State (IS) had taken control of one-third of the nation. This challenge came amid an escalating fiscal crisis that threatened to derail the military campaign. Following the sharp decline in oil prices and the improbable possibility of a return to $100 per barrel, policymakers have been busy with finding measures to limit public spending in order to make up for the decline in oil revenues. In order to fulfill the nation's urgent post-war needs, controlling the increase of the public wage bill is crucial to refocusing spending on social services and much-needed capital investment.

The largest single expenditure from the state treasury is the salary bill. The federal budget law, which allots government funds to all state ministries and independent agencies, is passed by parliament each year. Budgets are split into two categories: capital spending, which is the budget's investment part, and recurrent spending, which covers pay for public sector workers. The number of staff budgeted for each ministry and autonomous body determines a significant portion of recurrent spending. Since more people are joining the workforce each year than are leaving the public service, this number always rises. An examination of budgetary allotments for employee remuneration going back to 2003 reveals unmanageable growth that jeopardizes long-term economic stability. The amount of employment in the public sector increased along with the rise in oil prices and government revenues, which in turn increased the total cost of wages.

When the government imposed a temporary hiring freeze in 2016, it was the first real attempt to halt this trend. New hires in the government were halted, with the exception of a few vital industries including security and health. Consequently, as stated in subsequent federal budgets, the overall number of public sector personnel decreased from 3.03 million in 2015 to 2.89 million in 2018. Significant cuts have been made to the military and security services, according to a sector-by-sector employment analysis; growth in higher education and the oil industry has also slowed. The Ministry of Defense has witnessed even greater cuts, lowering its manpower by 20 percent over the same period. The Ministry of Interior has seen a 12 percent decrease in the overall number of budgeted employees since 2015. The elimination of "ghost employees", or those who are paid but never show up for work, the deaths caused by the fight against IS, and the forced retirement of numerous senior officers are some of the reasons for the reductions. The effect on ongoing spending has been notable as a result. The Ministries of Interior and Defense had a decline in budgeted spending of 6.5 percent and 15 percent, respectively, between 2017 and 2018 [3].

Iraq adopts performance-based requirements for public employees and seeks to discover and invest in young talent that may lead the charge for public sector reform by professionalizing the recently formed Federal Public Service Council. One should note that public policy today aims to avoid too ambitious programs and instead focuses on the provision of technical skills, which adds to the domestic skill base and enjoys high levels of local ownership. This is because public service in Iraq has become more professionalized. Iraq's policymaking infrastructure is anticipated to be strengthened by the creation of a comprehensive data analytics unit, which will also give the nation's policymakers a clear picture of the problems they face. The application of data analytics could enhance the efficacy and execution of Iraq's governmental aims.

Evidently, the experience of this country, passed through devastating war and still suffering from internal conflicts of various nature, is of great value for Ukraine in designing mechanisms of state personnel policy at the regional level in the conditions of war and in future period of reconstruction.

Conclusions and prospects for further research

Optimization of the HR management model in Ukrainian organizations of public administration at regional level is associated with the transitive state of the organizational environment, management culture, professional activities and mentality of employees. The focus on normativism, single-variant development, and the "imposition" of organizational norms and rules contradicts the trends of modern management, in which the main rule is "don't make mistakes", in contrast to the organizational tradition of "always do the right thing". Optimization of personnel management involves a "useful choice" in a specific organizational situation related to minimizing: "organizational losses" and maximizing "organizational benefits". Therefore, variability in personnel management, correlated with the objectives of the organization, is advisable. Overcoming structural pressure turns HR management into an independent service that solves HR problems of strategic development.

Naturally, career employees will continue to make up the majority of the Public Service's workforce, and they will be given opportunities for both professional and personal growth. Open competition, on the other hand, will guarantee the inclusion of all societal segments and open up the Public Service to a far larger pool of potential. New hires will be more readily assimilated, and operational needs will be handled more successfully and efficiently with the usage of fixed-term contracts, part-time employment, and more flexible work schedules.

It is important to note that in Ukraine, when creating a personnel reserve at the regional and municipal levels, it is advisable to include in it military personnel serving in the relevant territories, who are ready to transfer to civilian positions after leaving to the military reserve. Inclusion in the personnel reserve must be accompanied by appropriate retraining and advanced management training courses.

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МЕХАНІЗМИ РЕАЛІЗАЦІЇ ДЕРЖАВНОЇ КАДРОВОЇ ПОЛІТИКИ В УКРАЇНІ НА РЕГІОНАЛЬНОМУ РІВНІ В УМОВАХ ВОЄННОГО СТАНУ ТА ВІДНОВЛЕННЯ УКРАЇНИ

Вступ. В історичній практиці України чітко визначено дві основні концепції кадрової політики: 1) високоцентралізована (характеристика адміністративно-командної системи) – із широким використанням принципу призначення керівних кадрів державної служби при обмеженні демократичних механізмів їх висування та розстановки (виборності, обліку громадської думки, колегіальності вирішення кадрових питань та ін.); 2) демократична (по суті та технологіям організації) – система формування та розвитку кадрового корпусу, хоча і централізована, єдина в межах держави (на основі єдності цілей, принципів, стандартів при призначенні на посаду та навчанні кадрів). У разі війни простежується поєднання цих концепцій державної кадрової політики, що призводить до конфлікту між ними. Незважаючи на тривалі реформаторські процеси та реорганізації в системі публічної служби України, результати проведених опитувань засвідчують недостатній рівень довіри до чиновників, політиків, суддів – представників різновидів інститутів публічної служби.

Актуальність дослідження. Значна частина ефективного управління передбачає здоровий глузд (який є основою державної кадрової політики в Україні), але він ефективний лише тоді, коли вбудований в загальну систему управління, побудовану на основі науки управління. Це особливо актуально у воєнний час, оскільки рівень професіоналізму персоналу державного управління може виявитися вирішальним навіть для військових результатів у регіоні. У цьому контексті видається доцільним звернутися до досвіду інших країн у процесі розроблення ефективних механізмів регіональної державної кадрової політики в Україні в умовах воєнного стану.

Методи. Робота базується на фундаментальних положеннях класичної соціологічної теорії управління та виходить із застосування принципу диференційності управлінської діяльності адміністративних ресурсів. Під час здійснення дослідження використовували загальнонаукові методи: структурно-функціональний, системний.

Результати. Оптимізація моделі кадрового менеджменту в українських організаціях публічного управління на регіональному рівні пов'язана з транзитивним станом організаційного середовища, управлінської культури, професійної діяльності та менталітету працівників. Орієнтація на нормативізм, одноваріантність розвитку, "нав'язування" організаційних норм і правил суперечить тенденціям сучасного менеджменту, у якому основним є правило "не робити помилки", на відміну від організаційної традиції "вчиняти завжди правильно". Оптимізація кадрового менеджменту передбачає "корисний вибір" у конкретній організаційній ситуації, пов'язаній з мінімізацією: "організаційних втрат" та максимізацією "організаційних вигод". Тому доцільною є варіативність у кадровому менеджменті, що корелюється із завданнями організації. Подолання структурного тиску перетворює кадровий менеджмент на самостійну службу, що вирішує кадрові завдання стратегічного розвитку.

Ключові слова: публічне управління; державна політика; новий публічний менеджмент; менеджмент здорового глузду; регіональний рівень; реформи.