Public Administration Studies under Conditions of Globalization, University Activities Internationalization and Knowledge based Society Creation

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ABSTRACT

This theoretical publication presents an analysis of the development processes and modernization problems of public administration and management studies. Main attention is paid to the new development problems and modernization needs arising in today’s situation of globalization, knowledge based society creation, as well as various forms of internationalization of universities activities. Special attention is paid to the needs of transformations of public administration and management studies and civil servants training systems, as well as to the new forms of life-long learning activities in the context of contemporary challenges and changes in all spheres of social, economic and political life, especially—in the conditions of internationalization of social, economic and technological development.

INTRODUCTION

In the contemporary context of globalization and the knowledge based society creation some managerial activities are gaining an increasingly bigger significance. This is due to the fact that management quality and efficiency of managerial actions and decisions are becoming an essential and even crucial factor of progress in practically all areas of life. It is the capacity to manage that facilitates a timely perception and an appropriate solution of topical social, economic, technological, ecological and other problems in enterprises, institutions and other organizations, as well as in regions and countries of various size and on the international level. Hence, improvement of managerial human resource quality, which may take the form of modernization of the management specialist development systems, can be viewed as a critically important condition for the development of contemporary society: development of the potential of managerial human resources is an important priority. The aim of this publication is to reveal the problem areas related to modern...
management specialist development, especially public management specialists
development and its enhancement.

This publication is based on the ideas and materials that have been published in
previous books and articles of E. Chlivickas and B. Melnikas [2; 3; 8; 10; 11; 12;
13;14; 15].

**HUMAN RESOURCES DEVELOPMENT STRATEGIES: NEW
CHALLENGES IN PUBLIC SECTOR**

Nowadays, when we are witnessing processes of globalization, social and
economic development internationalization, networking, growing competition
between countries and various sectors of economy and social life, as well as creation
of knowledge based society, human resources potential and its management is
gaining increasingly more significance. This is of special importance to those
countries, which have limited natural resources and material resources, and social
economic development of which is highly determined by the quality of human
resources and ability to enhance the potential of their human resources. This aspect is
especially important in the contemporary conditions in Eastern and Central
European countries. It is recommended to assess the tendencies of the development
of human resources potential in the public sector in Eastern and Central Europe and
present methodologically grounded proposals for system enhancement, creating
right preconditions for increase of public service efficiency and enhance national
capacity for competitiveness in global market by using human resources
development [1;13]

A methodology was designed for grounding the strategic provisions of the
strategy of human resources development in the public sector. This methodology
envisages that implementation of the strategy of public sector potential development
should cover five groups of goals and objectives.[4]

Goals and objectives that make up the first group aim to improve the public
sector system, i.e. to rationalize the structure of public management institutions and
modernize their organizational structure. Following these goals it is planned to
design a model of the system of public sector institutions, to envisage possibilities to
improve the structure of these institutions and set out fields and principles that would
help to rationalize distribution of tasks and functions between public and private
sectors.

Second group of the goals of the strategy implementation is to improve the final
result-orientated management process. It is recommended to improve the
methodology of strategic planning of public sector institutions, public sector
employees’ activity regulations, streamline decision taking procedures, envisage
possibilities to lessen administrative burden carried by business and establish clear
business control procedures. The second block of goals and objectives is aimed at
improving framework and functioning of regional government bodies. That has to be
achieved through decentralization. That means that proper organizational, economic,
legal and other conditions will have to be created, central government bodies will
have to decentralize some of their functions and responsibilities will have to be
divided between state (central) government bodies and local government bodies
(municipalities).

The third group of goals and objectives is targeted at development of local
self-government, which is beneficial both for the citizens and the state. The aim is to
ensure effective government that will create preconditions for greater independence of municipalities in terms of actions and finances and more efficient management of activities and finances. Municipalities will be expected to plan their activities in accordance with the long-term strategy that will incorporate financial and other indicators of all sectors. Also, it aims to enhance administrative capacities of internal auditors. Public sector employee training and their qualification improvement according to new programs would ensure transparent and efficient process of distant public services not only on the level of municipalities, but also on the state level.

The fourth group of goals and objectives of the public administration strategy deals with increase of civil service administrative capacity and improvement of public sector employees’ image. This part of strategy is designed to ensure systematic training of public sector employees, to lay down guidelines for public sector employee training and methods for enhancing public sector employee capacities in the area of public administration as well as ways for training quality improvement. Until quite recently, public employee training in the countries of Eastern and Central Europe, lacked systematic character—there was neither national, nor adopted (based on the best practice of other countries) quality-training system. The initial stage of training system design is supposed to lay down public sector employee training guidelines which will show ways and methods for enhancement of public sector employee capacities and improvement of training quality. Later, training priorities will be formulated and priority groups of public employees will be defined for the nearest 5 years.

The fifth group of strategic goals and objectives deals with improvement of accessibility and quality of services delivered by public administration institutions through better exploitation of possibilities provided by information technologies. It aims to increase efficiency and transparency of public administration decisions. It also provides for the use of safe information technologies while delivering public services.

Analysis of the practice of the development and implementation of the strategy of the public administration development suggests that its goals and objectives are very similar to those in many countries of Central and Eastern Europe. From the perspective of human resource system the goals and objectives are more oriented to development of separate components rather than creation of a whole system: there is no interaction between elements of the system and no systematic approach to human resource development in the public sector.

All the above-described blocks of goals and objectives are very significant and cover a very wide range of aspects; however they do not form a cohesive multi-stage system of goals. Each of them pays attention to separate elements of the human resources system, but there is no horizontal coordination of them. Neither is there a vertical coordination—there is no practice of assigning tasks to institutions and other executive bodies; i.e., there are no preconditions for achievement of the formulated tasks and goals. On the other hand, the goals are not ranked according to their importance and are not set on the time scale. For all these reasons it may be assumed that some of them are of declarative character, and the human resource elements are dispersed. Civil servant training and initiation of training programs is included in every block of goals and objectives, but there is no mention of the other components of the human resource system and, therefore, this strategy fails to create proper preconditions for successful functioning of the system.
Findings of the research suggest that human resource system is subject to further improvements in line with general goals of the public administration reform and conception of state institution image and human resource management. International research experience in the area of human resource system development shows, that countries of Central and Eastern Europe face similar problems in this area. It is, therefore, believed that the proposed methodologically grounded and practically approved proposals can be successfully applied in the whole region of Central and Eastern Europe.

Strategies and strategic decisions for the improvement of public governance, public management and administration studies and civil servants training systems should be integrated in the common structure of human resources development strategies, especially—in the common strategies of the development of human resources of contemporary public sector: strategic decisions for the improvement of public governance, public management and administration studies and civil servants training systems should be defined as especially important part of the human resources development strategies in general.

**ENHANCEMENT OF PUBLIC ADMINISTRATION SPECIALIST DEVELOPMENT**

The importance of public administration specialist development system enhancement in present situation is determined by a few important conditions:

- Public administration specialists’ decisions and their performance have an increasing role in choosing new perspective directions and priorities for social, economic, political, science and technology development;

- Public administration specialists tend to become a link between people and their society on the one hand and various technical and other systems on the other hand: public administration specialists’ decisions and their actions have a growing impact on interaction between people and their society and biological, technical, informational and other environments, and also significantly affect our possibilities to use modern means of automatization, robotization, computerization, introduction of information technologies;

- Public administration specialists’ performance becomes a crucial factor in globalization and internationalization of economic, social, cultural, informational, scientific and technological development;

Elements of integration, inherent to public administration specialists’ performance, show that public administration specialists fulfil the function of synergetic effects formation. Realizing the rapidly growing importance of formation and use of synergetic effects in the modern society development we may claim that enhancement of public administration specialist development as a means of increasing the potential of synergetic effects formation is becoming an essential prerequisite for modernization of the society [5; 6; 7; 9; 14;15].

Among the **problems related to the content** of public administration specialist development first and foremost comes inadequate integrity of various development processes. Theoretical education (providing and acquiring theoretical knowledge) is not well balanced against practical training (providing and gaining practical knowledge, also developing practical skills and competences) and due to improper specialization of the education the knowledge and skills acquired often lack systematic character. Many times the content of the education is irrelevant to the individual’s
specific needs, inclinations, abilities and values. Also the content of the development often lacks links to the issues of concern in the fields of society development and social, economic, scientific and technological progress; besides, it fails to be oriented to the solution of these problems.

In the group of problems, related to public administration specialist development technologies and organizational forms, emphasis should be placed on those which arise because technologies, methods and activity forms applied in the process of public administration specialist development are irrelevant to the requirements which correspond to the goals of the development and to its content. Problems related to the operation of institutions and organizations involved in public administration specialist development include first of all problems of irrational structure of the network (or networks) of the institutions and organizations involved in public administration specialist development, showing lack of partnership between the institutions and organizations, lack of clear specialization or its irrelevance to the real needs of life, society and state, and various public and business sectors. Quality problems are related with inadequacy of the human resources involved in public administration specialist development and the quality of the material resources of the institutions and organizations involved in public administration specialist development. Another group of problems is related with inefficient management of the institutions and organizations involved in public administration specialist development, demonstrated by the inability to use efficiently human, material, financial and other available resources, and by inability to implement the measures that would really enhance the quality of public administration specialist development. Its very important to implement interaction between the institutions and organizations directly involved in public administration specialist development and other institutions and organizations resulting in inadequate feedback from the institutions which employ specialists to the institutions which train those specialists, and vice versa.

To facilitate implementation of the above priorities it is necessary to provide “life-long” integrated university education [10;14;15]. “Life-long” integrated university education means that all the tools for specialist development are integrated into one single individualized process of university studies adapted to the development of every concrete specialist. This process has to include all stages of a specialist’s development during his/her career—from obtaining initial qualification to further qualification improvement. An essential precondition for improvement of specialist development is to create and enhance links for interaction between educational systems and systems of professional activities. Absence of such links or their inefficient functioning is a serious obstacle for tangible improvement of specialists’ development [16; 17]. Interaction of educational systems with systems of professional activities can be enhanced by various means. One of them is establishing and sustaining networks of special organizations with a prospect to integrate into them organizations whose functions include spreading specialists’ knowledge and advanced experience, received in the process of the development, across various professional fields.

Quite a promising form of interaction between educational systems and professional systems is that of centers for spread of knowledge and advanced experience and networks of such centers. Such centers could be established in cooperation of universities with various business and public sector organizations. These centers would aim at attracting university staff and university students for research and practical project designing tasks, required by various business and public
sectors; at the same time it would really implement the idea of interaction between specialist development systems and professional systems.

CONCLUSIONS

Improvement of human resources for public administration and for public sector is a very important direction of modernization of contemporary society, expressing orientation to priorities of intellectualization, ability to react to increasingly more rapid changes, tolerance, adaptability and competitiveness in the conditions of new challenges. Effective improvement of public governance, public management and administration, as well as development of civil servants training systems in accordance with the contemporary challenges and needs of the creation of knowledge based society in the conditions of globalization could be described as an especially important part of these common processes of improvement processes of human resources for public administration and for public sector in general. Overview of the methods of developing human resources potential in public sector for enhancing internationalization and global competitiveness suggests that there is no single, comprehensive model of these processes. Consistency of change management in every institution is ensured by its management, on the basis of the accumulated practice and in view of the changing situation, emergence of new ideas and possibilities, using means of forecasting and modeling the situation. Therefore, these processes require high managerial competence, thorough knowledge of the environment and reliable information. In order to develop a strategy for human resources in the public sector, perceived as a system, and to outline ways of its implementation, it is necessary to apply a creative approach to the described strategic management models, integrating their advantages and adapting them to the improvement of human resources management. It is advisable to apply a model, relevant to the features of human resources system, implementation of which is guided by these essential priorities:

- It is necessary to ensure monitoring of the state of the human resources system: to describe the system of human resources in the context of the public sector reform, internationalization and innovation, to define problems in relation to the improvement of the human resources system according to hierarchical management levels, to set goals and priorities of the strategy of the human resources system;

- It is necessary to apply the suggested model of the strategy of the human resources system and offer a way of the implementation of the strategy of the human resources system, which has to become a factor determining success of the public administration reform.

Improvement of human resources for public administration and for public sector is a very important priority of modernization of contemporary society. This priority gain special significance in the situation of globalization, development of international relations and knowledge based society development.

REFERENCES