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CIVIL COMPETENCES OF THE HEAD OF A SOCIAL INSTITUTION AS AN IMPORTANT PREREQUISITE FOR NATIONAL SECURITY OF THE COUNTRY

Social work is aimed at meeting the vital and social needs of man. An important mission is assigned by the state to the head of a social institution who has a high level of professional competence. Competence is a key concept that characterizes the quality of professional training of the head of a social institution, his readiness for social activities and is one of the important factors in improving the quality of social services in the state. The essential features of the state personnel policy confirm the need for high professional competence in public administration. Competence is a concept that logically comes from attitudes to values and from skills to knowledge. The head of a social institution must have formed civic competencies, which is a prerequisite for national security. Participation in international projects (for example, in the Swiss-Ukrainian project "Development of Civic Competences in Ukraine – DOCCU") aims to use the best international experience in the

formation of civic competences, promotes awareness of educators, civil servants, local governments on democratic citizenship and human rights.

The structure of civic competence of the head of a social institution, which contains cognitive, value and activity components.

Such projects contribute to the creation of conditions for the head of a social institution to acquire skills of civil law activity, self-organization and self-government.

Conclusions and prospects for further research. So, based on the above, we came to the following conclusions:

- the level of formation of civic competencies of the head of the social institution is an indicator of his readiness to perform his professional duties;

- civic competencies of the head of a social institution, based on the national interests of the state, are an important prerequisite for national security;

- We see the introduction of the obligatory discipline "Formation of civic competencies of the future head of a social institution" in the educational program "Social work" as a promising direction of further research.

Keywords: *head of a social institution, social work, civic competencies, country, national security.*

General formulation of the problem. From June 30, 2021, the discussion of the new version of the draft to determine the needs of the population of the administrative-territorial unit / territorial community in social services continues. The project proposes to improve a new procedure for determining the needs of the population in social services, is the basis for building a system for the provision of such services in territorial communities [13]. The hard work of working groups, which include representatives of the local body for social protection of the population, structural units for education and science, health care, statistics, youth and sports, children's affairs service, territorial bodies of the National Police, authorized probation bodies, suppliers and / or recipients of social services and their associations, public associations, charitable, religious organizations, representatives of vulnerable groups of the population, deputies of the local council, specialists in social work and other specialists in the social sphere, aimed at further

improving the regulatory framework for the provision of social services. However, the adoption of managerial decisions on the construction and operation of an effective system for the provision of social services in the territory of the corresponding administrative-territorial unit / territorial community largely depends on the head who heads the working group (the chairman or deputy chairman of the city state administration / village, settlement, mayor or his deputy) and has established civic competencies.

Analysis of recent research and publications. In various aspects, the problem of providing effective social services was considered by such domestic scientists as: I. Bodrova [1], V. Volyk [2], I. Zvereva [17], G. Laktionova [17], T. Motrenko [11], O. Osetrova [10], O. Pometun [12], E. Sergienko [15], foreign – Zh. Hascroft-D'Angelo [20], D. Pauling [20], B. Burns [19], S. Phillips [19], R. Wagner [19], R. Bart [19], D. Kolko [19], J. Campbell [19], J. Landswerk [19] and other researchers.

Purpose. The purpose of the article is to determine the civil competences of the head of a social institution as an important prerequisite for the country's national security.

Presentation of the main material. Social work is aimed at meeting the vital and social needs of man. "In the economic sphere, social work contributes to the" reproduction of the essential forces of man; development of a new workforce; in the political sphere - both self-organization of a particular person and civil society as a whole; deep development of the welfare state; in the cultural sphere - the development of spirituality as an individual and society as a whole "[10, p. 3]. An important mission is assigned by the state to the head of a social institution, because his "profession is aimed at performing administrative functions and serves two main purposes: providing effective social services and ensuring the proper functioning and development of the organization as an important tool for providing social services [1, p. 47].

As a result of the political and economic crisis caused by hostilities in the East, migration and COVID-19, there is a growing need for managers of social institutions who have a high level of professional competence and "demonstrate relevant behavioral and instrumental patterns of work" [1, p. 47]. Competence is a key concept that characterizes the quality of professional training of the head of a social institution, his readiness for

social activities and is one of the important factors in improving the quality of social services in the state.

Such essential features of the state personnel policy as:

- systematic (based on the unity of goals, principles, forms and methods of working with staff and takes into account various aspects of personnel issues - economic, social, moral, socio-psychological, etc.);

- scientific validity, realism, creativity, focus on the revival and sustainable development of the country, to attract professionally trained people;

- unity for the whole of Ukraine, but multi-equality (covers the entire staff, all personnel processes in terms of using different mechanisms of state influence on them);

- prospects (takes into account social progress, changes in the nature of work and management processes);

- democracy in terms of goals, social base and mechanisms for solving personnel problems;

- spiritual and morality (educates in each employee, especially in the civil servant, honesty, confidence in the right and civic responsibility for the task and personal behavior);

- legality (carried out within and on the basis of the law, which creates legal guarantees of an objective and fair solution of personnel issues) confirm the need for high professional competence in public administration.

There is no single generally accepted definition of the essence of the concept of "competence". According to the team of authors led by T. Motrenko, competence is a measurable skill, ability, knowledge or behavioral characteristics necessary for the successful performance of a particular work [11, p. 244-245].

In the "Dictionary of foreign words" competence is interpreted as "awareness, awareness, authority" [16, p. 282].

The word "competence" translated from English "means skill, ability, competence, competence, fullness" [23, p. 563].

In English dictionaries, the above concepts have the following meanings: sufficiency, relevance, ability to perform a specific task, job and duty; general skills and abilities, mental abilities [21, p. 200].

The participants of the international conference, held with the joint participation of UNESCO and the Norwegian Ministry of Education (Department of Technical Education and Training) [22], held in 2004, interpret the concept of competence as the ability to apply knowledge and skills effectively and creatively in interpersonal relationships. with other people in the social context as well as in professional activities. Competence is a concept that logically comes from attitudes to values and from skills to knowledge. A comparative analysis of the essence of the concept of "competence" is given in table 1.

Table 1

Comparative analysis of the essence of the concept of "competence"

The original source	Defining characteristics
1. Law of Ukraine "On Higher Education" of 01.07.2014 № 1556-VII [7, p. 2]	Competence - a dynamic combination of knowledge, skills and practical skills, ways of thinking, professional, ideological and civic qualities, moral and ethical values, which determines a person's ability to successfully carry out professional and further educational activities and is the result of learning at a certain level of higher education;
2. Bibik N. [6, p. 409]	Competence is an integrated result that involves shifting the emphasis on the accumulation of normatively defined knowledge, skills and abilities to the formation and development of students' ability to act in practice, to apply the experience of successful activities in a particular field;
3. Quality education and competencies for life [22, p. 6]	Competence - the ability to apply knowledge and skills effectively and creatively in interpersonal relationships - situations that involve interaction with other people in a social context as well as in professional situations; a concept that logically comes from attitudes to values, from skills to knowledge;
4. New Webster's Dictionary and Thesaurus of the English language: Lesion Publication [21, p. 34]	Competence - the ability to perform activities, tasks or work; a set of knowledge, skills and attitudes that enable an individual to act effectively or perform certain functions aimed at achieving certain standards in a professional field or certain activity;
5. Shyshov S. [18, p. 75]	Competence - the ability to mobilize in a particular situation the acquired knowledge and experience, taking into account external circumstances; some general human ability based on his knowledge, experience, values and abilities, which is not reduced to specific knowledge or skills, but manifests itself as an opportunity to establish a connection between knowledge and the situation.

In the Encyclopedia of Public Administration (within professional competence) the competence of public administration is interpreted as “general ability based on knowledge, skills, abilities, experience, abilities, professionally important qualities and determined by the degree of compliance of personal and professional competence of the employee; the required amount and level of knowledge and experience in a particular field of management “[4, p. 208].

Researchers believe that civil servants, including heads of social institutions, should have such key competencies as:

- personal, containing a set of personal qualities of a civil servant, his abilities, which depend on the intellectual and emotional-volitional characteristics of man;
- professional, which includes knowledge, skills, abilities and abilities necessary for entering and passing the civil service;
- functional or job as the presence of knowledge, skills, abilities and abilities to perform certain duties;
- socio-psychological, which characterizes the ability of civil servants to maintain constructive communication with managers, colleagues and citizens [2, p. 207].

Taking into account the work included in the qualification characteristics of positions, the head of the social institution must "have knowledge of law, economics, administration, finance, personnel management, ecology"; apply world experience and best domestic practice of organizing the provision of social services; analyze and summarize information, produce new ideas, management decisions, social technologies "[8]. Ability to develop planning and management materials, create opportunities for future development, provide conditions for improving the organization of division of labor, performance of work and management of units, to promote the establishment of effective relationships and connections between employees; implement measures for professional development of staff in order to achieve high results; to create the necessary conditions for the successful conduct of work on the provision of new social services - all

this characterizes the head of a social institution as a competent professional. The task of the head of a social institution is also to help improve the forms of motivation of employees in accordance with their professional qualities, complexity and working conditions, the results of the institution (institution) in the field of social services using international experience and best domestic practices of social services.

According to the results of a previous study, we identified 10 top attribute traits of a modern leader: professionalism, honesty, responsibility, teamwork, diligence, adaptability; creativity, analyticalness, stress resistance, leadership [3, p. 245].

One of the areas of professional training of the head of a social institution is the study and application in practice of the organization of social services of world and advanced domestic experience. An important role in this issue belongs to international projects, which involve educators, civil servants, local government representatives.

Thus, in October-December 2017, the author had the opportunity to participate in the Swiss-Ukrainian project "Development of Civic Competences in Ukraine – DOCCU", aimed at developing civil society in Ukraine by raising awareness of educators, civil servants, local government representatives on democratic citizenship and human rights and designed to improve the process of cooperation between public authorities, the education system and the public to create a democratic environment in local communities. The mission of the project is to create an environment in which the rule of law and human rights, balanced distribution of powers and economic stability are a priority. DOCCU's overarching activities are good governance, gender equality, conflict prevention, and the fight against corruption.

Within the Project, participants had the opportunity to get acquainted with analytical and educational materials on the main directions of civil society development, as well as to participate in discussions, trainings on the formation of civic competencies, skills of civil activity, self-organization and self-government. According to the Project participants, the civic competencies of a civil servant, in particular the head of a social

institution, are law and legality, responsibility, communication, patriotism, tolerance, self-development, participation, leadership, partnership, professionalism.

Ukrainian researchers emphasize that civic competence is a person's ability to "actively, responsibly and effectively exercise civil rights and responsibilities for the development of a democratic society" and that "civic competence is an integrative characteristic of the individual and has the following components:

- "civic knowledge, on the basis of which ideas are formed about the forms and ways of life and the realization of the needs and interests of the individual in the political, legal, economic, social and cultural space of a democratic state;

- civic skills and experience of participation in the socio-political life of society and the practical application of knowledge;

- civic virtues - norms, attitudes, values and qualities inherent in a citizen of a democratic society "[12, p. 18].

One of the priorities of Ukraine's national interests is the development of civil society and its democratic institutions. Therefore, the established civic competencies of the head of a social institution are an important prerequisite for national security. Thus, the scientist I. Zymnya believes that civic competence is associated, above all, with knowledge and observance of the rights and responsibilities of the citizen; freedom and responsibility, self-confidence, personal dignity, civic duty; knowledge and pride for the symbols of the state (coat of arms, flag, anthem) [8, p. 32-42].

It is well known that the national interests of the state are vital material, intellectual and spiritual values of the people of Ukraine as the bearer of sovereignty and the only source of power in Ukraine, determining the needs of society and the state, the implementation of which guarantees state sovereignty of Ukraine and its progressive development. Therefore, civic competence, according to J. Raven, in fact, can be revealed through the concept of "good citizen", ie one who shows interest in social and political life, is well informed about the political life of the country, takes an active part in solving

social issues, actively influences government policy through voting, expresses his point of view, attends political rallies. Motivated by the general well-being of citizens and society as a whole [14].

Based on the analyzed scientific sources, we have compiled a structure of civic competence of the head of a social institution, which contains cognitive, value and activity components, which, in turn, include:

- purposeful formation of the knowledge system of the head of the social institution (cognitive block);
- objectification of certain values of the head of the social institution (value block);
- possession by the head of the social institution of certain skills and abilities (activity block) [15, p. 181-184].

The structure of civic competence of the head of a social institution is presented in Figure 1.

Thus, the civic competence of the head of a social institution as a "component of civic position provides its semantic, value-motivational core, provides a reliable basis for active public action" [4, p. 157].

Returning to the project "Development of civic competencies in Ukraine – DOCCU", it should be noted that it helped to create conditions for the head of a social institution to acquire skills of civic activity, self-organization and self-government. According to the Project participants, in particular the village head of Tarasivka village of Kyiv-Sviatoshynskyi district of Kyiv region, after training he together with the Project experts developed a program and conducts training for deputies on local government, budget, deputy ethics, forming civic competencies, which is important in the context of decentralization, which imposes additional responsibilities.

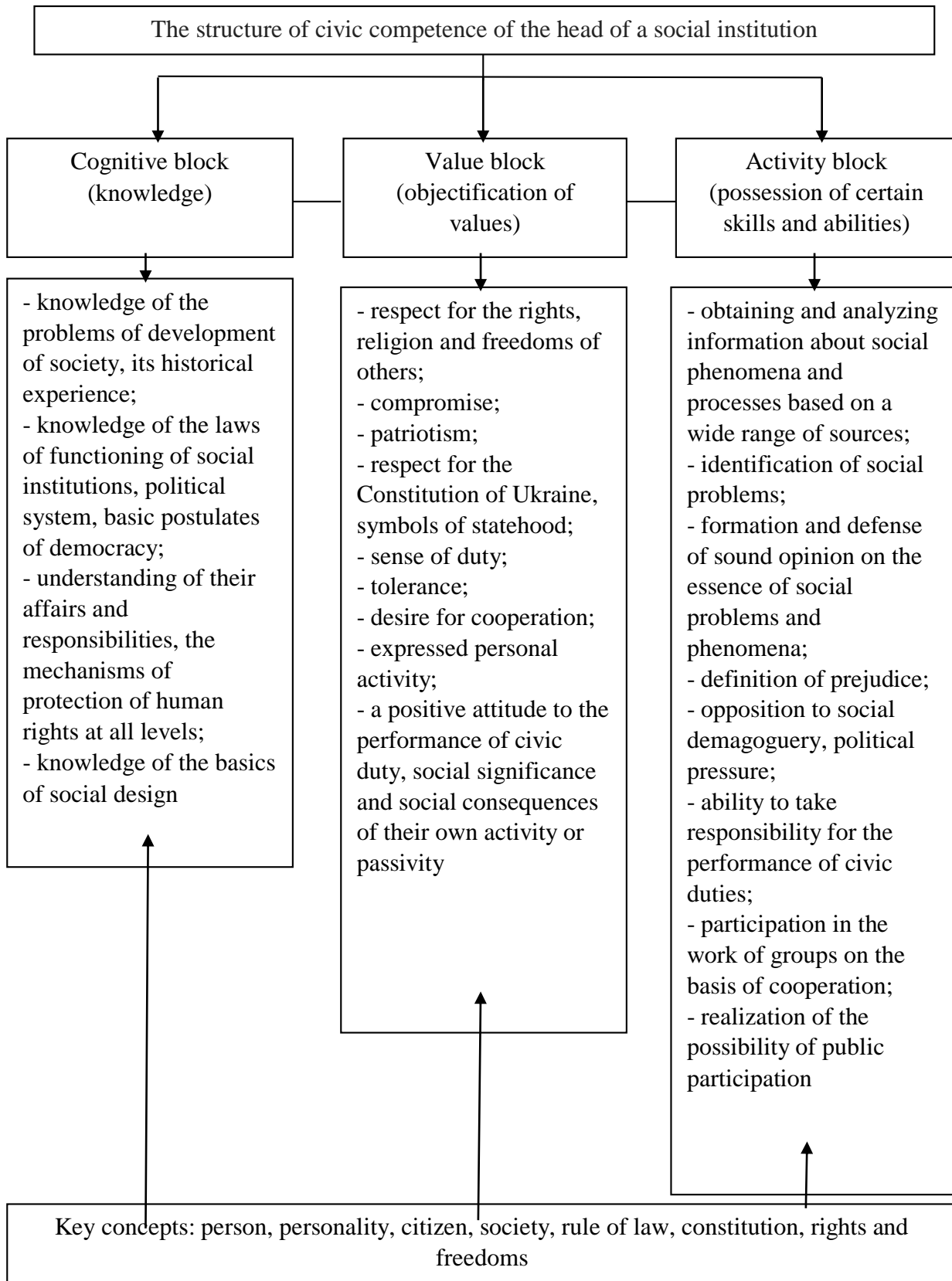


Fig. 1. The structure of civil competence of the head of a social institution

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