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## **PECULIARITIES OF TRAINING OF PUBLIC ADMINISTRATION SPECIALISTS IN THE CONDITIONS OF ARMED AGGRESSION**

The necessity of providing public authorities with highly qualified and competent public administration specialists is substantiated. The growing dynamics of demand in the training of specialists in the field of "Public Administration" among other fields and the growing demand in this field in connection with the modernization of public administration of new approaches and decentralization of power, armed aggression by the Russian Federation, features of legal support -civil administrations in Ukraine, and the organization of new ideas as training for public administration specialists in all areas of expanding their professionalism and responsibility in critical areas of all spheres of life and adaptation to new living conditions rights and obligations. The functional load and role of military-civil administrations in the process of ensuring social and economic development of territories are studied, the necessity of training specialists to assist specialists of Military administrations formed in territories where martial law is imposed, and substantiation of status and components of public authorities , and their activity is to purposefully influence the organization of activities in a certain area in the interests of successful and efficient solving the tasks set before them. By their legal status, these temporary bodies are administrative and executive bodies.

**Key words:** information society, information support of public administration, public service of administration and administration

***Introduction:*** Russia's armed aggression began on February 20, 2014 with the capture of Crimea, in April 2014 the second stage was the expansion of military aggression and support for the separatist movement in Donetsk and Luhansk regions, the third stage of military aggression began on February 24 with a full-scale military invasion slogan "For Russian Peace" from a large-scale attack on the entire territory of our state and capture of large areas and massive artillery and rocket fire that killed about 10,000 people and caused significant damage to infrastructure of cities and towns, housing, factories, and natural resources ( agricultural enterprises, forest enterprises) also, unfortunately, a large territory of our state was under occupation and also some specialists from the state sphere became forced migrants to other parts of our states and other countries. Therefore, training of specialists in the armed aggression of the Russian Federation on the territory of Ukraine is one of the main stages in restoring the viability of our state, along with construction, protection of the population, protection of territorial integrity, humanitarian aid to temporarily displaced persons and others. According to which it is necessary to analyze possible ways of solving global problems for our state. By supporting and resuming the production of imported and exported raw materials and products by restarting the banking sector and industry with the condition of re-profiling production for the state.

***Analysis of literary data and problem statement:*** Since 2000, many scholars and experts on public administration (L. Kosheleva , I. Maly , N. Filipova , O. Lazor , etc.) have paid attention to the mechanisms of public administration in Ukraine. , exploring the theoretical foundations of public administration. Information and analytical support of state executive bodies, the role of information in the process of making public administration decisions is the subject of research by R. Koval , S. Teleshun, A. Degtyar and others. Modern challenges of the public administration system, the processes of its reform and European integration have led to research by leading scholars on the application of the experience of the European Union to reform the system of training and education of civil servants in Ukraine. Analysis of training for public authorities and local governments in the higher education system (O. Akimov, I. Gusak, S. Dembitska and others), regulatory and legal support of this process (T.

Kaganovska, D. Nelipa, K. Serchenko and others ), as well as general processes of reforming higher education that affect the state of vocational education (B. Bratanich, A. Zamaraev, V. Sychenko and others).

***Presenting main material:*** Today, only 50% of Ukraine's industry has resumed its activities. According to the United Nations, about 10 million Ukrainian citizens have fled their homes due to hostilities and threats to their lives. and the central part of our state and with the help of the state according to the Ministry of Social Policy turned to 2.8 million citizens of Ukraine and has already transferred financial assistance in the amount of 5.8 billion hryvnias, the government is working to calculate the damage to infrastructure and property and financial assistance from the state for lost property is planned. It should also be noted that work is underway with international organizations and the involvement of all concerned persons to help the population in the occupied territories, internally displaced persons, low-income citizens who were forced to leave the territory of Ukraine and are abroad.

Hundreds of schools have been destroyed since the start of the war across the country as a result of heavy artillery, air strikes and other explosive weapons. "When the school year in Ukraine began, everyone hoped to return to a normal schedule after long interruptions in COVID-19 education," "Instead, hundreds of children were killed and the school year ended with empty classes due to war and the destruction of schools." institutions ". "It is from ensuring access to education that millions of children will feel: hope or despair," Bauer added. "Education is crucial to their future and the future of all of Ukraine." stressed Mikaela Bauer, UNICEF Deputy Chair in Ukraine. Many school buildings are used as information centers, shelters, supply centers or for military purposes. for children in war, schools must become a safe space. In schools, children can not only study, but also have access to information on the dangers of deadly explosive ordnance, as well as important medical and psychosocial services and support. During the COVID-19 pandemic, the Ministry of Education and Science, with the support of UNICEF, developed the All-Ukrainian Online School Platform for Students in Grades 5-11. Now At dozens of Kharkiv metro stations where children have been forced to hide from bombings, UNICEF-supported volunteers have set up

facilities where teachers, psychologists and sports coaches regularly exercise and play with children. A campaign to inform children about the dangers of explosives continues on the Internet. UNICEF calls on host governments and municipalities to integrate Ukrainian refugees into national school systems in host countries and to develop alternative learning pathways, including online learning. Also, future entrants to universities deserve a lot of attention because it will take some time and they will form a new path of development of our state and we should help them choose a decent and relevant profession and direction in the university to their liking. According to the UTSOYAO website. During the reporting period, potential participants in the introductory campaign created 492,204 cards, ie almost 500,000 future employees of enterprises, scientists, the military, doctors, teachers, etc.

Therefore, it should be noted that most educational institutions in the east of our country suffered significant damage and were forced to leave their location, but the main asset of our country is the intangible base and specialists in their fields who can pass their knowledge to future generations. That is, the creation of branches of educational institutions on the basis of other educational institutions. In our opinion, managers are now such a relevant profession as the military, firefighters, police, teachers, doctors, educators, specialists in various fields of support, builders. social workers, volunteers. After all, today they must make ways to restore the state's economy, attract investment, develop projects, support infrastructure and citizens.

In early June, the Prime Minister of Ukraine Denis Shmygal held a meeting which raised issues of state reconstruction, providing able-bodied people with work, raised issues of assistance to regions affected by armed aggression

It was also discussed to continue cooperation with Finland in the field of education until 2023. The issue of Ukraine's unique synthesis of the reconstruction approach was also raised. In particular, the regional approach, when allied countries, sister cities, international corporations take over the patronage of Ukrainian regions and help them with the reconstruction of grants, specialists and investments. As well as a parametric approach. "It is more centralized, developed by the National Council for Reconstruction and concerns the formation of new standards in the spheres of

public life. Build back better is the basis of this approach. These are, for example, the construction of housing according to new standards, the restoration of metallurgical enterprises using modern "green technologies" or public buildings, which will take into account the principles of energy efficiency, barrier-free, innovative and, of course, safety.

According to the Prime Minister, the basis of the country's renewal will be national security, European integration and economic transformation. He noted that the first necessary factor in any further development is a high level of national security.

"To this end, we are working to optimize and improve the entire defense sphere, to establish long-term partnerships with countries that will strengthen our military complex," said the Prime Minister.

According to Denis Shmygal, European integration for Ukraine will mean open export markets, access to EU structural funds and, ultimately, long-awaited reunification with European nations, with which we have much more in common than our eastern neighbor.

Denis Shmygal also stressed that Ukraine aims to achieve breakthrough economic growth, including focusing on the development of priority sectors of the economy: military-industrial complex, aerospace, deep processing in metallurgy and agro-industrial complex.

"In addition, we will take into account global trends such as sustainable development, green transformation and digitalization. We believe that all this will become a powerful driver of Ukraine's economic growth," the Prime Minister stressed. [7].

In view of these decisive actions, the state leadership should create a competitive team that can help build a European path of open dialogue with citizens in addressing important development paths. "ACTION", ie today, despite the difficult times and hostilities, the development of our state reaches very high peaks of democracy. After all, according to the authors of the scientific-practical handbook of Kyiv National Economic University, e-government is the creation of new principles and approaches, and in developing a specific system of measures and sequences of legal, political, financial and administrative support that meet Ukraine's national interests. . On the one

hand, this system needs to be adapted to specific socio-economic, socio-cultural and political conditions. On the other hand, new information technologies are able to fundamentally change the system of social management, which will be done by replacing rigid hierarchical structures with more plastic network horizontal structures that are better adapted to respond to changes in the environment. That is, thus, the issue of improving the efficiency of the state apparatus, reorganization and reengineering of administrative processes is translated into a practical plane of implementation using information technology. All these issues are considered in terms of state services in electronic form. This requires positive results in several areas: in the adoption of methods for describing the architecture of e-government at different levels of government, in the standardization of government data, documents and electronic communications, in the adoption of adequate models of public services and processes and appropriate descriptions, in the development of integrated implementation platforms. e-government services and processes based on standards and regulations.

That is, we can use the thesis that e-government is the adaptation of public administration to the new requirements of social development, which includes: and directly services provided by the state (ie public authorities and local governments) to its citizens; and interactive interaction between them, in particular through the maintenance and implementation of a feedback system (citizen-government-citizen and vice versa) using modern information and communication technologies.

That is, it would be appropriate to quote Alfred Hirschman: "The more people and government are aware of each other's activities and needs, the higher the level of mutual trust."

The NAPS has set tasks for the developers of the public procurement system, the main purpose of which is Transparency, clarity and clarity - such markers are provided in the public procurement system of the Vocational Training Knowledge Management Portal. This was emphasized by the Chairman of the NAPS Natalia Alyushina during one of the meetings where the project of this system was presented. It is aimed at improving the mechanism of government procurement. After all, this is one of the tasks of the Public Administration Reform Strategy for 2022-2025.

According to Natalia Alyushina, the system automates the process of forming a rating for the competitive selection of executors of the state order of the NAPS for the training of higher education in the specialty "Public Administration" and advanced training of public servants. At this stage of competitive selection, the role of the human factor will be minimized. The NAPS Chairman also noted the importance of building a transparent and efficient system for selecting contractors for public procurement. A significant advantage is a significant reduction in the time of the tender commission on the processing of applications from educational institutions. Because, the mechanism will be automated.

Particular attention to the training of new staff in the public administration system is due to the fact that the reform of public authorities and local self-government in the process of decentralization and the formation of a service state will increasingly require new professionals with new managerial and social competencies. The biggest questions arose due to the state of basic professional training, the shortcomings of professional education of public managers and the lack of their professional competence. The document "Administrative Reform Strategy: SIGMA Recommendations to the Government of Ukraine" specifies the main indicators of insufficient professionalism of the domestic public administration system: lack of political analysis skills, skills and practices of strategic planning, ability to use project management and modern change management technologies. It is also pointed out that the level of professional qualification of a public manager does not correspond to the position he holds in public authorities and local self-government, which directly indicates the imperfection of the system of their professional training in educational institutions. In general, it is worth noting the backwardness of the domestic model of human development in general and training for public administration in particular. Today, Ukraine ranks 85th in the UN ranking for human development. As for people who are professionally engaged in public administration, in the ranking of European countries (the ratio of managers to total population) (0.95%), our country ranks 23rd out of 25 countries [6]. Since the main problems of public administration are related to the lack of professionalism, it is necessary that people with sufficient professional

training come to this field - managerial, socio-economic, legal, etc. Meanwhile, “in most cases, public administration employs specialists who do not have scientific knowledge in the field of public and municipal administration, law, political science, sociology, marketing or management, psychology and computer science, do not have the necessary skills to solve complex social problems. political and socio-economic tasks ”[8].

In general, state regulation of the process of training specialists in the field of public administration as an aspect of personnel policy is complex, starting with the organization of the study of management in secondary schools and relevant career guidance, focusing on training in public administration and continuing with retraining and advanced training of public managers. To a certain extent, this should include those areas of activity that relate to state regulation of the socio-cultural context of training, positioning the state strategy in this process and informing the population through the media. Policies aimed at increasing public participation in public governance, based on the principles of the European Charter of Local Self-Government, guarantee the right to access complete, objective information, raise public awareness, increase accountability for management decisions, and develop new approaches to local governance. Municipality According to the Decree of the President of Ukraine № 266/2022 on "Issues of the National Council for Reconstruction of Ukraine" Pursuant to the Decree of the President of Ukraine of April 21, 2022 № 266/2022 "Issues of the National Council for Reconstruction of Ukraine" established the National Council for Reconstruction of Ukraine. The National Council for the Recovery of Ukraine from the Consequences of War is an advisory body to the President.

The main tasks of the Council are:

1. development of plans and measures for post-war reconstruction and development of Ukraine, which, in particular, will include the restoration and development of transport, medical, social, communal, industrial and housing infrastructure, energy infrastructure, communications, military infrastructure and military-industrial complex, structural modernization and restart of the economy, measures to combat unemployment, support



families with children, vulnerable groups, people in difficult life circumstances as a result of the war, restoration and preservation of cultural heritage sites;

2. identification and development of proposals for priority reforms, the adoption and implementation of which are necessary in the war and postwar periods;

3. preparation of strategic initiatives, draft regulations, the adoption and implementation of which are necessary for the effective operation and reconstruction of Ukraine in the war and postwar periods.

23 sectoral working groups have been set up to implement the tasks of the National Council. who plan to forecast and optimize the work on the restoration of the state and the introduction of new ideas and new trends in society.

NAPS Chairman N. Alyushin during the IV International Scientific and Practical Conference "Public Administration for Sustainable Development: Challenges and Prospects at the National and Local Levels" in her speech focused on the role of public service in achieving sustainable development goals and quality management decisions. it is in the system of professional training and advanced training of public servants that a new ideology of sustainable development is being formed. N. Alyushina pointed out that in Ukraine more than 100 higher education institutions train masters in the specialty "Public Administration", the main target audience of which are civil servants. Taking into account the recommendations of the expert advisory council of the NAPS during 2020-2021, more than 500 training programs in this area were agreed [10].

Competence approach in training of civil servants and local government officials today requires shifting the emphasis on providing and disseminating knowledge to the development of skills, attitudes and decision-making skills, solving professional problems of varying complexity, developing the ability to lifelong learning and self-improvement, active life position , ie the formation of civic competencies in public servants. Today, there is no single, well-established list of civic competencies of civil servants and local government officials. Based on a competency model based on basic principles. The main argument in favor of the introduction of a competency-based approach to learning is its practical orientation. A competent specialist differs from a qualified one in that he not only has a certain level of knowledge, skills and abilities,

but also is able to implement them in his professional activity. In addition, the introduction of a competency-based learning model opens up opportunities to test the effectiveness, manufacturability and effectiveness of learning [4; 9]. Regarding the methods of forming civic competencies of public servants, the priority role belongs to interactive methods, which are aimed at independent search for truth, promote initiative, the formation of critical and strategic thinking and creative approach to complex tasks. In order to ensure continuity and mobility of training of public servants, it is advisable to use the following interactive teaching methods that will promote their analytical skills, critical and strategic thinking: by conducting and using widespread methods that have proven themselves in all spheres of life, namely: case studies, debates , brainstorming, SWOT-analysis, cluster, fishbone, RAFT, "Snowball", method "635", Delphi method, debriefing, sharing, etc., as well as gamification, project-based learning technologies, tutoring [5, p. 23]. In addition to these methods, you can also actively use traditional methods: lectures, seminars, thematic meetings, talks, debates, etc. and such forms of learning as distance learning, trainings, seminars, round tables, webinars, video lectures and video conferences, field trips, blogging . Thus, the application of these methods will promote the formation of cognitive, normative and behavioral norms in public servants, which include developing the ability to think, analyze, ask questions, seek their own answers, critically examine the problem, draw their own conclusions, participate in public life, to acquire skills and abilities of adaptation to new social relations of adequate orientation; to protect their interests, respect the interests and rights [9].

But it should be noted that such a problem that neither our state nor the leaders of the country have encountered in practice, namely the implementation of previously developed contingency plans, as a result today: open armed aggression by Russia revealed a factor that most government agencies The authorities were unprepared to break away from centralized leadership, ie the process of full decentralization has not yet taken place, because one of the conditions for effective operation of government at any level in the 21st century is to maximize their use of information society resources and capabilities. It creates a single global information space, characterized by changing

and high intensity of information processes. Effective management in this case is possible on the one hand only on the basis of creating qualitatively new systems of information and analytical support at all levels of management and military-professional activities, on the other - with staff trained both professionally and able to conduct analytical work. professional level in accordance with job responsibilities. Paying tribute to the results of scientists, it should be emphasized that the theoretical and scientific-methodological principles of information and analytical support of military management remain insufficiently substantiated. Deepening requires an understanding of its content and components, improvement - organizational and methodological principles of implementation of information and analytical support in the activities of military administration, for the administrative sphere (including military administration) is important not so much timely acquaintance with primary information. how advanced the detection of problem situations and the forecast of certain events. Russia's interference in the activities of public and political institutions and civil society has led to a wave of separatist sentiment, and it is clear that the established models of territorial organization of government and local self-government over twenty-five years of independence did not meet the challenges posed by this military confrontation. In accordance with the basic principles of international law and the provisions of the UN Charter, states must resolve international disputes amicably. But modern international law presupposes the possibility of lawful use of armed forces (self-defense against aggression, involvement of UN armed forces, exercise of the right to self-determination). The actions of states during the war are governed by the principles and norms of international law, which are applicable in times of armed conflict and determine the admissibility of means and methods of action, protect victims, establish relations between belligerent states. It should be noted that the world practice (in particular, NATO practice) has developed a number of principles for the organization of Civil-Military Cooperation further: , fully acquainted with the operational and tactical situation and authorized to coordinate the activities of the Central Command and the Armed Forces, including the implementation of projects (rapid impact) in the area of joint combat operations;

- the activity of the Central Command is an integral part of the plan of the commander of the Armed Forces, contributes to the implementation of the Armed Forces tasks in order to achieve the desired result as quickly as possible; - The Armed Forces are trying to coordinate their activities with representatives of the Central Election Commission and the public of the territories; - The activities of the Central Command institutions, which are carried out in order to promote the development of territories and overcome the military resistance of the enemy, are temporary and aimed at timely transfer of responsibilities to relevant civilian organizations or local authorities [5]. Thus, the main task of units (parts) of military-civil administration is to organize cooperation with the civilian population, local authorities, other military formations that are permanently or temporarily in a certain area, governmental and non-governmental organizations, religious communities in the conflict area or disasters. Specialists of military-civilian administration units act as a link between the regular armed forces (law enforcement agencies) and civilians of the conflict zone and are primarily responsible for the information component of cooperation between the two sides. Professionals coordinate the activities of military, governmental, non-governmental, international, charitable, religious and other organizations in relation to the direct provision of assistance and care to the affected population [7; 5]. According to Art. 3 of the Law of Ukraine "On Military-Civil Administrations" VCA are created if necessary by decision of the President of Ukraine. The general management of the VCA activities of settlements and district VCAs is carried out by the heads of the respective regional VCAs, and if the relevant regional VCAs have not been established, then the head of the Anti-Terrorist Center at the Security Service of Ukraine. Thus, military administration is a specific function of public administration. It covers the practical side of military activities to address organizational and managerial problems of military construction and military organization, ensuring its viability in peacetime and wartime and use to ensure military security and defense. Military governance as an element and at the same time a function of such a complex organized system as the security and defense sector is reduced to the constant formation and implementation of governing influences of

military administration on all its subsystems (elements) that meet its purpose and ensure military security and defense .

Thus, it can be argued that the essence of military management is the regulatory, security, executive and organizational influence of public authorities within the security and defense sector, the purposeful activities of military authorities to create and improve the security and defense sector, comprehensively ensure its viability, organization training and application in accordance with the purpose, as well as the management of the armed forces, other military formations and government agencies in carrying out the tasks of military security and defense of the country, defined by law, as well as regulating martial law. Military administrations, which are formed in accordance with Art. 4 of the Law of Ukraine "On the legal regime of martial law" in the territories where martial law is imposed, is part of the system of public authorities, and their activities are targeted to influence the organization of activities in a particular territory in the interests of successful and effective solutions. . By their legal status, these temporary bodies are administrative and executive bodies. The general characteristics of public administration bodies as administrative and executive bodies of state power can be fully applied to them, but with the use of methods inherent in military administration. The competence of military administrations includes only those actions that are directly based on the law or are a consequence of the need to enforce the law. At the same time, the bodies of military administration, being not only executive but also administrative, are endowed with the right to establish new rules, issue legally and within certain powers binding on subordinate bodies and officials, both normative and individual, which are aimed at the introduction and implementation of measures of martial law.

***Conclusion.*** It can be stated that in modern conditions the problem of transition from traditional forms of professional training in higher education to the formation of a comprehensive system of development of managerial competencies of human capital in the field of public administration. Such a system should be considered as a component of state personnel policy and based on an innovative strategy in setting goals and using effective tools for human development of public authorities and local

governments, supported by the resource potential of the education system. It should also be noted about the specific gaps in the preparation and selection of candidates for public authorities and their training programs, because it can be argued that public officials should improve themselves every day because the training of civil servants and local government officials requires development of skills, attitudes and abilities to make decisions, solve professional problems of varying complexity, develop the ability to lifelong learning and self-improvement, to show an active life position, ie the formation of civic competencies in public servants. To date, there is no single, well-established list of civic competencies of civil servants and local government officials, and the introduction of a competency-based approach to training and self-improvement. And acquiring skills in various fields and professions. Therefore, in our opinion, the training program in Public Administration should be supplemented and opportunities for specialized training in public administration should be provided.

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