

Svitlana Onyshchenko

Doctor in Economic Sciences

Poltava National Technical Yuri Kondratyuk University

Poltava, Ukraine

s07onyshchenko@gmail.com

orcid. org/0000-0002-9660-1921

Inna Kulchii

Ph.D. in Public administration

Poltava National Technical Yuri Kondratyuk University

Poltava, Ukraine

nafusail@gmail.com

orcid. org/0000-0002-0063-6493

Iryna Pasichna

Ph.D. in Law

Poltava National Technical Yuri Kondratyuk University

Poltava, Ukraine

irinaalex1417@gmail.com

orcid. org/0000-0002-4495-2965

**FOREIGN EXPERIENCE IN PUBLIC ADMINISTRATION REFORMING
AND ITS ADAPTATION IN UKRAINE**

Abstract. *Foreign experience in public administration reforming has been researched. Approaches to reforming of public administration system have been analyzed. Each state should take into account all existing organizational models, their practical positive and negative points, national specifics and many other factors of global and national importance for the development of the concept of public administration reform. Counteracting barriers and contributing factors for the implementation of public administration reform are defined and systematized in the article. The reform is seen as a long and expensive process including planning, implementation and institutionalization of reforms. The main direction of the reform of the system of government in Ukraine is the formation of new institutes, organizational structures and instruments for the implementation of public administration in the sphere of state power. Conditions for effective organization of public administration reform in Ukraine are proposed.*

Introduction.

An effective management activity of the executive branch is the key to social and economic development. The transformation of the last two decades has brought about significant changes in the sphere of executive branch, the relationship between the authorities and the people, new forms of governance, social institutions and structures. However, the current state of functioning of executive authorities makes it necessary to state the need for their systematic and complex reformation.

The problem of reforming state authorities as a complex multidimensional process must be in the research of scientists, since the chosen theme contains an innovative component that requires objective scientific coverage. The experience of European states shows that the further development of political, economic, social and other components of the state depends on the results of changes in the public administration system.

The investigation of the main ways of reforming the executive authorities system in Ukraine is especially relevant and significant. Therefore, we consider it necessary to pay special attention to the most significant factors of reforming the executive authorities system and to develop certain conclusions and recommendations for their implementation.

As world practice shows, in the modern era of innovation, the level of socio-economic development of states depends not only on the available economic resources, but on the effective system of public administration. Therefore, the issues of rational and highly professional administration, efficient organization of the power vertical and balance of intergovernmental relations come first.

1. Approaches to public administration system reforming

At the beginning of the XXI century, the governments of developing countries faced two problems: to continue administrative reforms and at the same time to adapt to globalization.

Obviously, it is necessary thoroughly to investigate the experience of European countries, which for the most part have already carried out reforms of the public sector of management, to take from it only those lessons that will enable Ukraine to avoid other people's mistakes. The dilemma of choosing a model for implementing reform of executive authorities system faces Ukrainian parliamentarians, the Government, the President. Accordingly, it is necessary to follow global trends of reform public sector administration because formation of an effective system of executive branch is an important priority and strategic course of Ukraine to modernize public and government.

A characteristic feature of modern world science and practice of public administration is conceptual and methodological pluralism, which, in particular, is reflected in the concepts of new state management, social networks and social modernization. Consequently, reforming the executive branch system of Ukraine on the principles of the concept of public administration will be able to expand opportunities for an adequate response to the challenges of globalization and population growth [1, p. 28].

Currently, structural and functional, organizational and personnel transformations in Ukraine have to touch in the first place, the executive authorities and local governments that provide real implementation of the laws and regulations of the state. Public authorities influence the most important processes of social development, while realizing their power directly interact with the population, and therefore, every person must be guaranteed real observance and protection of his rights and freedoms in the state power sphere, effective protection of these rights and freedoms in cases of their violation.

Investigating experience of foreign countries in the reform of the executive authorities, define the political context, stages and features its implementation is a prerequisite for effective reform of public administration in our country. It is necessary to determine whether the possible implementation of reforms in the system of executive branch and achieve aims, what conditions should be created for this purpose and how to overcome barriers and conflicts at different stages of transformation. Given the decisive role of executive authorities in ensuring the rule of law and the priority of human and civil rights and freedoms, it is necessary to identify the main preconditions for the reform of the executive authorities in Ukraine, to establish the content and necessity of such reform in view of Ukraine's integration into the EU and the modern political and socio- economic situation in the country.

Problem of organization, implementation of reforms, where the emphasis on the causes, results and consequences of transformations is revealed in the writings of foreign authors M. Bevir, A. Cole, John J. Gargan, S. Kelman [2-5]. We appeal to their investigation, because the problems of reforming the executive branch in foreign countries like Ukrainian. This enables us to analyze the causes, conditions, ground reforms in these countries compared, systematizing and confirming the positive and negative trends in their implementation.

In some countries the reform of the executive authorities characterized as radical (complete reorganization of the system of authorities, «new state management» – Australia, New Zealand, Great Britain), while others are characterized by more pronounced pragmatism and gradualism – Germany, Finland, the Netherlands. At the same time, it should be noted that both states with radical approaches, and those who follow the path of gradual reforms, have a desire to borrow from the private sector model and management methods (entirely or more purposefully). And despite the fact that there are significant differences between the relatively simple results of the private sector and the extremely complex of results of the state apparatus. Such a wish is connected with the

realization of the necessity of refusal in modern conditions from purely bureaucratic principles, forms and methods as the basis of public administration.

Socially oriented tasks of reforms in public administration have made a natural transition to this area of advanced achievements of business management with the adaptation of the latter to the specifics of public management. The experience of administrative reforms in the leading countries of the West testifies to the attempts to apply in business management approaches of business management in order to solve, in particular, one of the key administrative problems – to assess the quality of management in terms of achieving the final result. a generalized approach to the assessment of management success recognized in management for this purpose is used. It involves the allocation of three components (three «e»): effectiveness, efficiency, and economy.

In some countries (Great Britain, New Zealand, Australia), reform programs were formulated, adopted and implemented by political elites and public services. In other countries, although the fundamental basis of public administration reform was developed by the political elite and central government, many activities were carried out from the bottom up through experiments and diverse innovations (some aspects of reforms in the United States, Germany, Finland, etc.). In Canada, for example, both approaches were used. The key factors here are the state structure, its political system and the constitutional system.

The experience of reforms realization in executive authorities in other countries testifies the importance of timely preparation of normative acts, the special need for legal norms for the stable functioning of administrative institutions. Normative legal providing for the reform of this sector, as a rule, is realized in two directions: analysis (inventory) of legal acts for their compliance with the needs of reform; preparation of new normative acts; performance of the rules, regardless of their content. Thus, in France in 1997, for all administrative authorities, «Quality of Service Charter» was developed, which defined the parameters of the services provided and the rights of citizens, in particular their right to participate in the assessment of the results achieved.

The most radical structural reforms are implemented in the countries of the Anglo-Saxon legal family (primarily in the Great Britain, Australia, New Zealand). A three-tier system of central management has been created: ministries – departments – decentralized structures. The ministries are assigned the functions of strategic management in the appropriate sphere. Agencies concluding agreements with ministries, organize implementation of specific programs. Decentralized structures, which can be both public and private institutions, directly provide public services to citizens and legal entities. Thus, after reviewing the ministerial system, the Anglo-Saxon countries abandoned the classical centralized vertical bureaucratic type.

It is now generally accepted that administrative traditions in these countries contribute to the formation of more flexible and effective forms of governance. Countries of continental legal family generally realize reforms of the same orientation, but less cardinal by nature and conservative by form. However, the system of mutual cooperation is formed by centralized and decentralized, public and private institutions, redistributing their role within a single system of public administration.

The long period of changes in the interconnections of government, society and private individuals preceded the structural reforms of these states. Structural reforms have become the next stage in the transformation of the state apparatus after successful procedural and functional reforms. In these countries, by the end of the XX century, the approach to understanding of public reforms has changed. The reform of the executive branch is realized as one of the most important, carried out with the aim of modernizing all essential and meaningful components of public administration. Correction of the structure, functions and cadres of public administration is ongoing in many countries [6, p. 87].

The formation of new institutes, organizational structures and instruments for the implementation of public administration in the sphere of state power is emerging as a crucially important direction in reforming the system of state authorities in Ukraine. This direction appears to be central because it involves the

need to ordering the system of central executive authorities, increase the efficiency of their functioning, through «state-management reform» [7].

Foreign authors often announce that modern state power is falling apart. It means that all countries can less depend on power (Authorities) for implementation of social control. Severally, it causes the emergence of legal crises caused by globalization processes or broad cultural changes that undermine the foundations of hierarchical power relations. Countries are looking for new forms of governance that may arise as soon as state power is transferred above – supranational, down – subnational or outward – to private spheres [2, p. 41-42]. In accordance, the reform of the executive branch in Ukraine should be directed towards the restoration of a high status of state power at the national and international levels.

In this sense, the experience of European countries is useful in reforming the executive and implementing an effective regional policy. It is well known that in the post-war years they have begun to search for their own formula of power decentralization.

It should also be noted that Ukraine has problems with the implementation of various elements of foreign experience in the public administration system that do not take into account the national peculiarities of Ukraine. It is necessary to critically analyze the excessive enthusiasm of politicians and scientists of the postcommunist countries by the method of similarity and analogy, which has already been noted by scientists as «the most important methodological weakness of internal reformism».

Frequently, the subject of research and comparison is the state administration of developed countries, where attention is accumulating only to the novelty put into its own paradigm of this mechanism, which is not entirely correct.

According to M. Bebel, in the countries of Eastern Europe, the reform of executive bankruptcy faces a completely different environment than in developed countries. In particular, the general relevance and extent of change have no precedent, since the reform involves a complete political and economic transformation. In these countries, the reform of power develops in an

unprecedented crisis of management and a significant narrowing of the range of services guaranteed by the state. It is implemented through the uncertainty of the boundaries of the public sector, the weakening of the rule of law and the very high degree of uncertainty in the legislation. The reform is based on the extremely low administrative capacity for the existence of new states and their inability to change. [8, p. 38].

Poland and the Baltic States - Estonia, Lithuania and Latvia are a good example for studying the experience of reforming the executive system of the banking system, since they are states with administrative and command past Ukraine, and at the same time they switched from declaring their pro-European intentions to concrete actions [9].

2. Barriers and factors influencing the implementation of reforms in public administration

The theory and practice of transformation research at different levels of power is established by Ukrainian researchers and based on other countries of Central and Eastern Europe, in particular Bulgaria, Kazakhstan [10, p. 26].

In particular, J. Rainer and other researchers point to the following pattern: the implementation of reform traditionally relied on the government, so officials are accustomed to the aim and ways to achieve it, and the transformation is not a process of institutional change, but a phased adaptation to existing problems, respectively, this is the first factor that makes it impossible to realize a comprehensive, systematic reform. The second preventing factor is the fact that the scientists recognize the organizational structure of the government, the decision-making process in it, and establish rules that not only counteract the reform, but also create barriers to the development of the concept of transformation [11, p. 13].

For example, the Ukrainian government proposes reform, its implementation is complicated by additional barriers. These include the continuation of the policy of the previous government, the maintenance of the laws in force, the adoption of

the budget, the distribution of profits and expenditures. From the beginning, the government is based on these values, the norms embodied in the paradigm of its existence, so it can not offer or support change against this paradigm..

However, one does not have to ignore one rather important obstacle in reform implementation. Each official has made a certain contribution to his organization to raise the rating, authority of the organization, thus improving its position. If the reform changes what they have received, their efforts will be unpractical [12, p. 44].

Consequently, the main barriers that counteract the development, implementation and implementation of the concept of reform, are: the stability of institutions and state authorities and their reluctance to change the existing living conditions; a complex procedural mechanism for decision-making, including the reform project and its subsequent implementation mechanisms; a significant opposition to the reform of officials who lose stability and confidence in their organization.

At the same time stable and coherent process of functioning of one or another organization is rather unstable phenomenon. According to J. Kieler, the favorable factor in the implementation of reform is the choice of a convenient moment to put forward a reform project in conjunction with a human factor that offers this innovative idea and can lead to its implementation. We consider, the initiators of the reform should take the right steps when assessing the situation and determine when it is appropriate to maintain the status quo and when it is expedient to choose a reformist position. In addition, the reform plans should be unambiguous, clear, well-planned and consistent with national and international trends [3, p. 46]. according to Y.P. Olsen, one of the favorable factors in reform is recognition of the need for change; in this case, reformers should include proposals coming from the internal environment to a reform project to overcome external countermeasures [13, p. 57]. During the development of the tactics of reform should take into account the change in the structure of the organization, because in the process of crisis structuring of institutions and their impact is reduced.

Therefore, the public may prefer changes and tend to condemn the institutional programs of higher authorities in crisis situations. But reform for the citizens mostly associated with uncertainty, and organizers did not know which stage they are able to fight for the implementation of reforms. P. Pearson observes that European governments do not want to realize large-scale reforms through electoral dangers and deficit of resources [2, p. 80].

Consequently, the reform can be implemented if there are authorities that wish to use the situation and obstacles have weakened, the reform paradigm have formulated, resources have been available.

It is still difficult to determine and distribute in the current conditions what factors are counteracting and which contribute to reforms. An example is the proposed health reform that effectively opposes the Ministry of Health. Accordingly, this ministry is a barrier that can be overcome by adapting and changing the tactics of action by the organizer who produced the transformation. The question then arises: how to reduce barriers, how to maneuver, want change and implement reform? These questions bring us back to the idea of identifying factors that facilitate the implementation of reform. Given the above, we determine in the sphere of public administration and executive branch reform is possible as a result of a combination of several decisive factors that strengthen each other in system unity.

Based on the analysis of the formation and development of the system of executive power bodies of Ukraine in the conditions of reforms, it is possible to identify cases where crisis situations significantly influenced the process of reforming the executive branch of government. For example, in 1998, the Concept of Administrative Reform was approved – a determined step by the aggravation of the global crisis. In 2010, reforms are being implemented to improve the economic situation of the state, the main of which is the reform of the judicial system, minimize the level of corruption, a significant improvement of the public administration system.

Negative trends and contradictory processes in a certain area of activity lead to the reformation of public authorities. In particular, the low ability of the civil service to ensure the effective implementation of structural reforms led to the reorganization of the Main Department of Civil Service in the National Civil Service Agency. The new authority creation is intended to accelerate the systemic reforms of state power and administration initiated in the country and to harmonize the principles of the Ukrainian civil service with the European principles of effective governance. In the executive branch Ukraine Crisis contributed to today's large-scale reform and change principles of implementation.

The paradigm of reform must be constantly supported by new ideas, proposals and norms. Historically, the dominant values and norms in times of crisis phenomena are losing their leading position and can be replaced by values and norms that contradict the past paradigm. Accordingly, the change occurs when the reform is the result of conscious decision-making in the planning process, and the proposals are formulated and discussed.

Problems of executive power system are clearly observed at the present stage of development of the Ukrainian state. On the one hand, this is a barrier making it impossible to implement reforms, and on the other hand it is a crisis situation encouraging the development of transformation projects, the emergence of organizers who want to raise their prestige and prestige of their organizations and use this situation to making changes.

Undoubtedly, the reform violates the way of life, the style of management, the style of leadership, etc. The nature of reform should not be regarded as a barrier, since the goal of transformation is aimed at improving, therefore, in the process of implementation, adaptation occurs to new circumstances or conditions that will reduce the pressure of anti-reformers and change the attitude towards the result [12, p. 34]. The nature of the reform demonstrates that barriers should not be eliminated in order for change to occur. The main thing, according to F.R. Baumgartner – is the effectiveness of authorities and individuals seeking to implement reforms. And this requires the attention of the tactics, their task is to go

through the crisis and work out and consolidate reforms, facilitating the initiation of reforms, for designing proposals for reform, their resource support and bringing the reform proposal to the decision-making process concerning it [2, p. 79].

However, it is necessary to investigate what factors are required for reform. J. W. Kingdon notes that several factors require to be combined in order to enable the reform process. Based on the opinion of the researcher, we note that the specifics and peculiarities of the executive authorities allow to speak of the presence of many factors and their combination [13, p. 19]. P. Pearson designates the reform process can be characterized by two phases: the first is to raise recognition of the need for change in a particular area, which is accompanied by a second phase in which the draft reform is being drafted and approved [2, p. 82]. The distribution of phase data is a rather complicated process, since from the practical point of view, they are closely intertwined. Problems are determined in the first phase, which require to be resolved and modify the existing situation, that is, the object is determined, which requires significant changes. This phase also identifies individuals and organizations attempting reform realization. Various factors make moderators want to change: electoral race, loss of political power, crisis of various kinds, unsuccessful attempt to adapt to the current situation and other factors. Support search and the call for transformations are realizing at this stage, the problem aspects and the ways of their elimination are revealed. The second phase can initiate with the reform implementation. The stage of design, organization and implementation of the reform realizes within a clearly defined time frame, with the further adaptation of innovations. Quite often, several attempts of reform are being implemented, and only when these measures do not lead to the desired results, reform begins [11, p. 24-25].

It is also important to remember that the successful implementation of a large-scale reform is rather an exception than the rule. We also can not determine a single condition for the start of reform. The conditions of the reform must include three variables: urgency; agreement for changes in the organization; the presence of a leader able to implement reform [11, p. 195]. But these three factors may not

be the prerequisites for the reform process if society is not committed to reform. Consequently, the interaction of many factors that can be combined in various ways are common features and prerequisites for the reform process at different stages of the any state development.

3. Conditions of public administration effective organization reform in Ukraine

To achieve the aim and implement the reform, it is necessary to identify, analyze, systematize the counteracting obstacles and contributing factors to the transformation. Reform research in foreign countries have shown that large-scale and targeted reforms are successfully implemented in many countries and in various spheres. At the same time, the system of public administration is changing quite rarely, since these structural units are adapted to new circumstances, it is observed constant stability in the decision-making process. Government officials, civil servants accepted the failure of the work, if the executive authorities would change the policy. Essentially, it would mean that they prefer permanent regulators instead of comprehensive reforms that require the abandonment of the former political regime. Nevertheless, despite this factor, comprehensive reforms are perceived in the power system, which is due to the change of political doctrines, the circumstances coincidence, the constant accumulation of problems that are internally complex, and continue to serve as crisis manifestations and the the stimulus for transformation.

In Central Europe and possibly in Ukraine, the executive authorities system capable of functioning in a market democracy is a prerequisite for the many other systems development, and, accordingly, the reform of this system is a major factor in other reforms. However, the transformation of the executive power system of Ukraine is realized in an environment containing much more challenges than in countries of sustainable democracy.

An important foundation of reform is the change of incentives, change of people and investment in people. One or two of these factors without a third can give much less results than their combination. For example, the entire civil service system can not be changed if a society does not have a sufficient number of highly skilled people to replace them. However, other changes will not realize without the replacement of many civil servants. the results will not be optimal, whatever that would be the combination of «new» and «old» civil servants, if they do not have the right incentives and proper training.

The process of organizing and implementing reforms in the executive branch system is accompanied by political crises, the restructuring of power, generating social conflicts and dissatisfaction with the existing state-management vertical. Today, citizens have not yet sufficient legal and political culture, which is necessary to facilitate the reforms implementation in the executive authorities system of Ukraine. The change of landmarks is realized, the formation and construction of the state power system continues in parallel with the society transformation. The issues of the strategy, concept, programs of change approval, primarily of executive power authorities providing management services to the population have not lost their relevance.

This problem is complex and interdisciplinary. Citizens should feel positive changes. To do this, it is necessary to overcome the disadvantages of the existing system, based on the acquisition of achievements in both theoretical and applied sciences. In particular, British researchers A. Levy and Y. Mary believe that facilitating the process of reforming is possible by focusing the authority on its role and meaning in the system of executive power and creative work involving innovative technologies. Researchers have developed an approach that consists of processes helping participants overcome the loss of traditional methods of work in a particular organization. In their opinion, it is necessary to sum up the shortcomings of the old system, to justify the changes, to ensure the interconnection between the former and future principles of management activity, emphasizing the positive elements of the existing system. Reform is a continuous

process, and the task of each reformist authority is to facilitate this process by stimulating participants to change, drawing them directly into the transformation process, and helping participants abandon old principles and methods of work [14, p. 27].

Effective functioning of the updated executive authorities is possible as a result of the real rooting of the new organizational model into practice and public consciousness. For Ukraine, in the short- and medium-term perspective, the choice of an organizational model should be based on a combination of principles of linear, adaptive and preventive (in different proportions, reflecting the peculiarities of culture, the level of economic development, the degree of political pluralism, etc.) model. We draw the following conclusion, observing the asymmetry of the system of executive authorities in the countries of the world. Against this background, the practical utility of self-organization is continuously confirmed that the most effective systems of executive authorities are built and operate on the principles of self-organization, such as Japan, the United States, France, and the United Kingdom (despite the disadvantages that hinder the full functioning of the system) [2, p. 41-42].

Each state for the implementation of the executive reform concept should consider all existing organizational models, their practical positive and negative moments, national specifics (in the process of implementation), and many other factors of world and national significance. Given the above, we determine the conditions for effective organization of public administration reform for Ukraine.

1) Multidimensional activity of executive authorities. This means the ability to respond to unexpected and sudden challenges and situations. The executive authorities system should be characterized by sufficient branching. For example, there should be at least ten ministries, with different types – sectoral, functional, ordinary.

2) Administrative activities. It is a question of applying linear hierarchical structures to the inviolability of the state functions as a universal social arbiter.

3) Straightness of activity. Activity characteristics are the stability of guarantees of human rights and freedoms; starting social opportunities and realization of socially significant interests; preservation and increase of professionalism in executive bodies and others.

4) Rationality of centralization and decentralization. Maximization is always desirable for the delegation of authority from the center to administrative units, because it embodies the principles of freedom, autonomy, self-determination, initiative, specializes and distributes material and financial costs. The practice of total decentralization has revealed the decentralization threshold, with exceeding the collapse phenomenon of executive organizational integrity begins.

5) Correct proportion of permanent and temporary (design) principles. Temporary organizations are economically profitable, but there is no need to ignore the far-reaching prospects, worrying only about the creation of temporary ties.

6) Correct dosage of formal and informal methods of organization. It is not necessary to absolutise informality, it is wise to incorporate a certain fate of formal rules into the organization functioning.

7) Correspondence of the organizational structure to the political conditions. The specifics is that the executive authorities have some monopoly rights (tax collection, representation of the population interests in international relations). The executive authorities act as the instrument for which different political forces compete.

8) The presence of «organizational memory». Radical reforms in the executive authorities system did not violate the historical heredity of organizational forms in countries such as Great Britain, Japan, USA, Germany, and Poland. The practical methods of the dialectical negation of the old principles were not used in the transition from the linear hierarchical model to the adaptive model.

9) Optimal psychological environment for effective work of employees. The material environment and the psychological atmosphere are systemically connected.

10) The possibility of organizational standards to adapt to individual characters, which is not accompanied by a standards reduction. It is necessary to create avant-garde standards - operational and short-term range except the career prospects.

To our opinion, the process of reforming as a process depends on many factors, but the most important of them is the observance of the basic principles formed at the beginning of the reform process and the effective use of human, technical and financial resources. The causes of ineffective work can be eliminated, but it is necessary to see the problems, accordingly realize and systematically overcome them. Agencies do not see problems within their structure, and therefore, ways of counteracting and preventing problems are ignored. Another problem is the narrowness of perception generated internal crises and aggravated the situation. In this case, each problem should be considered in a versatile way horizontally (finance, production, human resources), and vertically (different levels of the power hierarchy).

In management, they are not structural, but functional issues are decisive, as evidenced by centuries-long practice. Anti-bureaucratic reforms will only become effective when the non-bureaucratic methods and principles of activity are implemented into the state administration apparatus. The barrier of a successful process of public administration transformation is the lack of awareness of the citizens and employees of the executive authorities on the progress of the reform, its main directions and measures for implementation.

The real conditions for the development of the Ukrainian society require greater flexibility in the approaches to the processes of reforming the executive authorities system. Democratization in the political, economic and legal spheres of public life has led to a weakening of the power system. The mechanisms of the old Soviet state became ineffective under the new geopolitical and geo-economic conditions. The construction of an effective state-management system is realizing in Ukraine for the second decade. It requires radical and complex actions. It is useless to hope for qualitative progress in the economic and social and

humanitarian spheres without building a rational and effective government system.

Conclusions.

The prerequisite for effective reform in our country is the experience of foreign countries investigation in organizing the reform of executive power, the clarification of the political context, stages and peculiarities of its implementation. Contributing factors and barriers are defined In the process of transformations analysis for the implementation of reform plans in foreign countries. Contributing factors include the emergence of innovative ideas, recognition of the need for changes in the executive branch, the presence of a strong leader capable of developing a new idea, and others. The main counteracting barriers for development and implementation of the reform concept are: stability of institutions and state authorities and their reluctance to change existing living conditions; complex procedural mechanism of decision-making, including the reform project and its further mechanisms for its implementation; a significant resistance to the reform of officials who lose stability and confidence in their organization.

Based on the analysis of the works of foreign authors, it can be determined what measures should facilitate perceptions of reforms and adaptation to them within any organization. First of all, it is: a change in corporate consciousness, philosophy, priorities; changes in the values and norms of the organization's functioning; changes in organizational views and styles, creating a healthy stimulating environment for effective work; work in a team; introduction of innovations, their consolidation and improvement; use of modern technologies; training, retraining, trainings for strengthening the qualities of leadership, the prudence in making managerial decisions; changes in the style of communication between members of a certain organizational structure; changes in incentive methods and awards; development of organizational capacity.

Basic conditions defined the effectiveness of structural reforms of public administration in Western Europe and the US: comprehensive, encompassing the

complexity and interconnection of various parts and levels of government; transfer many administrative functions decentralized institutions that more effectively work with clients on specific rights agent through public services; redistribution of administrative functions with the need to highlight the level of strategic management industry or area of control. Certainly, these provisions characterize the current level of these countries development and apply primarily to them. But other states, which, like Ukraine, are solving complicated, sometimes unique tasks of improving their state apparatus, their experience should be implemented.

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