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Streszczenie
Artykuł podkreśla podstawowe cechy przywództwa i zarządzania sekretarza stanu ministerstwa na Ukrainie. Sekretarz stanu ministerstwa jako szef służby cywilnej w organie państwowym zajmuje wiodącą pozycję. Jednocześnie, zgodnie z obowiązującymi przepisami, jego głównymi funkcjami wynikającymi z pozycji są funkcje zarządzania. Wymagania dotyczące kompetencji zawodowych dotyczą dobrego menedżera. Potrzebujemy wyraźniejszego określenia kompetencji zawodowych sekretarza stanu w Ministerstwie, w tym umiejętności przywódczych. Rozwój przywództwa na poziomie najwyższego kierownictwa, jak w przypadku sekretarza stanu ministerstwa, nie wyklucza potrzeby rozwoju wiedzy i umiejętności zarządzania (ze względu na specyfikę tego stanowiska), wręcz wzmacnienia tych umiejętności oraz ich przekształcenia w umiejętności przywódzce w sposób ewolucyjny.
Słowa kluczowe: przywództwo, zarządzanie, sekretarz stanu ministerstwa na Ukrainie.

Abstract
The article highlights the essential features of leadership and management of the state secretary of the Ministry in Ukraine. The state secretary of the ministry as head of the civil service in a state institution holds a leading position. At the same time, under the current legislation, its main functions by position are management functions. The requirements for professional competence on this position are the same as the requirements for the top manager. There
is a need for a clearer delineation of professional competence of the state secretary of the Ministry, including leadership skills. The development of leadership in top management, just as the state secretary of the ministry, does not deny the need for knowledge and management skills (due to the specifics of that position), but reinforces them, transforms into leadership skills in an evolutionary way.

**Keywords:** leadership, management, state secretary of the ministry in Ukraine.

**Relevance of research topic**

Management, like any other kind of human activity, is subject to the laws of evolutionary development, eventually modifies and acquires new features. Management of the XX-beginning of the XXI century associated with management. Modern developed countries in the world manage with the use of Public management, New Public management, in the future moving to Good Governance.

Modern trends in management, particularly in public administration, point to the need for leadership and leadership development. Notably the management under the Good Governance needs leadership as the highest evolutionary level of management. At the same time, the notion, that the concept of "leadership" has many definitions and is used to describe a wide range of phenomena, associated with processes of power and influence in various social collectives, such as groups, organizations, communities or societies, cannot be denied.

In Ukraine, leadership, leadership skills as a requirement for applicants for high positions in public administration have recently been enshrined in the current normative and legal acts. These circumstances determine the relevance of further research on various aspects of leadership in public administration.

**Formation of the problem**

In the ministries of Ukraine, with the entry into force on May 1, 2016 of the new Law of Ukraine "On Civil Service", for the separation of the political and administrative component of the functioning of ministries, the posts of state secretaries of ministries were introduced (Art. 17) (hereinafter – state secretary). Therefore, there was a need to clarify the essential features of leadership as a state secretary of the ministry, as a senior civil service in a state body.
The analysis of recent research and publications has shown, that issues of leadership, in particular, in public administration, are dealt with in the writings of O.Valevsky, N.Goncharuk, S.Kalashnikova, I.Koliushka, B.Kuhta, M.Logunova, N.Nizhnik, S.Seryogina, A.Pakhareva, M.Piren, V.Rebcala and other scientists.

Selection of unexplored parts of the general problem.

The unexplored parts of the general problem is the clarification of the features of leadership and management on the position of the state secretary of the ministry.

Task assignment.

The purpose of this article is to highlight the essential features of leadership and management of the state secretary of the ministry in Ukraine, taking into account the achievements of scientists and normative legal acts.

Presenting main material.

The difference between management and leadership is presented in the study of the Department of Civil Service Development of Great Britain in 1994 (!) (Koen Becking, Nikol Hopman 2005, p.13) (Table 1).

<table>
<thead>
<tr>
<th>Management</th>
<th>Leadership</th>
</tr>
</thead>
<tbody>
<tr>
<td>Planning and Budget</td>
<td>Proclamation and common perception of the vision</td>
</tr>
<tr>
<td>Creating strategies and policies</td>
<td>Definition of directions</td>
</tr>
<tr>
<td>Problems solving</td>
<td>Development, evolution of strategy</td>
</tr>
<tr>
<td>Ensuring effective management</td>
<td>Ensuring compatibility of roles and resources</td>
</tr>
<tr>
<td>Distribution of work</td>
<td>Coaching and creating opportunities</td>
</tr>
<tr>
<td>Organization and control of personnel</td>
<td>Motivation and inspiration</td>
</tr>
</tbody>
</table>

It should be noted, that the characteristics of leadership shown in the table are further reflected in a number of documents on personnel development in the civil
service of Great Britain (Kalashnikova 2010, p. 31–32). The difference between management and leadership by R. Dahft is presented in Table 2 (Dahft 2008, p. 31).

Table 2. Comparison of management and leadership

<table>
<thead>
<tr>
<th>Scope of organizations</th>
<th>Management</th>
<th>Leadership</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Direction</strong></td>
<td>Planning and budgeting&lt;br&gt;Concentration of attention on the final results of the activity</td>
<td>Create an image of the future and develop a strategy&lt;br&gt;Focus on future performance</td>
</tr>
<tr>
<td><strong>Orientation</strong></td>
<td>Organization of work and personnel selection&lt;br&gt;Guidance and control Creating boundaries</td>
<td>Formation of corporate culture&lt;br&gt;Stimulating of professional growth of staff&lt;br&gt;Removing borders</td>
</tr>
<tr>
<td><strong>Relationship</strong></td>
<td>Focusing on the achievement of corporate goals, related to the production / sale of goods and services of using of official authority in the role of the chief</td>
<td>Concentration of attention on people: inspiration and motivation of the group members&lt;br&gt;Use of personal power&lt;br&gt;Executing the role of mentor, assistant, servant</td>
</tr>
<tr>
<td><strong>Personal qualities</strong></td>
<td>Emotional distance&lt;br&gt;Mentality of an expert&lt;br&gt;Ability to convey your thoughts&lt;br&gt;Conformance&lt;br&gt;Adequate assessment of the organization</td>
<td>Emotional connection (heartiness)&lt;br&gt;Openness (wide worldview)&lt;br&gt;Ability to listen to an interlocutor (communication)&lt;br&gt;Nonconformism (courage)&lt;br&gt;Adequate assessment of own qualities (character)</td>
</tr>
<tr>
<td><strong>Results</strong></td>
<td>Preserving stability, forming a culture in which the efficiency of work is most valued</td>
<td>The initiation of change, the formation of a culture in which honesty is most valued</td>
</tr>
</tbody>
</table>

Today in Ukraine, the secretary of the ministry as the head of the civil service in a state body is an official, who holds the highest civil service position in a state body, whose duties include the exercise of powers in the civil service and the organization of the work of other employees in this body (Law Of Ukraine "On Civil Service", Art. 2). Note, that in our opinion, the competence of the state secretary of the ministry should be limited to these functions.

The state secretary of the ministry (head of civil service) according to the Law of Ukraine "On Civil Service" (Art. 17):
1. *arranges the planning of work with the personnel* of the state body, including organizing competitions for vacancies in the civil service of the "B" and "V" category, ensures the transparency and objectivity of such contests in accordance with the requirements of this Law;

2. *provides career planning*, scheduled replacement of civil service positions by trained specialists in accordance with the requirements for professional competence and encourages career advancement;

3. *ensure prompt disclosure* and transfer to the central executive body, which ensures the formation and implementation of state policy in the field of civil service, *information on vacant vacancies* in the civil service in order to form a single list of vacant public service positions, that are made public;

4. *appoints* the citizens of Ukraine, who have passed the competitive selection for vacant positions of the civil service of categories "B" and "V", dismisses from such positions in accordance with this Law;

5. *assigns the rank of civil servants* to the state body, that hold positions of the civil service of categories "B" and "V";

6. *provides the improvement of qualifications* of civil servants of the state body;

7. *carries out planning* of training of the personnel of the state body in order to improve the level of civil servants' possession in the state language, regional or language of national minorities, determined in accordance with the law, as well as in a foreign language, which is one of the official languages of the Council of Europe, in cases where possession of such language is mandatory in accordance with this Law;

8. *supervises* the observance of executive and service discipline in the state body;

9. *considers complaints* about actions or inactivity of civil servants holding positions of civil service of categories "B" and "V";

10. takes, within the limits of the powers granted, *the decision to encourage and bring to disciplinary responsibility* of civil servants, who hold positions of civil service of categories "B" and "V";

11. *performs the functions of the employer* in relation to employees of the state body, who are not civil servants;
12. creates proper conditions for work and their maintenance;
13. exercises other powers in accordance with this and other laws of Ukraine.

The comparison of the above-mentioned provisions of the Law of Ukraine "On Civil Service" (Art. 17) and the information in tables 1 and 2 indicates, that the functions of the state secretary of the ministry in accordance with the Law of Ukraine "On Civil Service" are management functions.

The Resolution of the Cabinet of Ministers of Ukraine "On Approving the Typical requirements for persons applying to the civil service posts at the categories "A" and the resolution of the Cabinet of Ministers of Ukraine "On announcement of the contest for employment of vacancies of state secretaries of ministries" approved special requirements for the state secretary of the ministry, including the availability of leadership skills: setting goals, priorities and benchmarks; strategic planning; ability to work with a large amount of information and the ability to perform several tasks simultaneously; conducting business negotiations; achievement of end results. In our opinion, these requirements, above all, point to management, not to the leadership of the state secretary of the ministry.

Table 3. Evolutionary Transformations of Management (Kalashnikova 2010, p. 27)

<table>
<thead>
<tr>
<th>Parameter</th>
<th>Level of management</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Administration</td>
</tr>
<tr>
<td>Determinative factor</td>
<td>Material resources</td>
</tr>
<tr>
<td>Key task for employees</td>
<td>Personnel management</td>
</tr>
<tr>
<td>Employees</td>
<td>Subordinates</td>
</tr>
<tr>
<td>Group</td>
<td>Labor collective</td>
</tr>
<tr>
<td>Decision making</td>
<td>Individual</td>
</tr>
<tr>
<td>Instruments of influence</td>
<td>Administrative pressure</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>Key verbs</td>
<td>Control, distribute</td>
</tr>
<tr>
<td>Responsibility</td>
<td>Administrative</td>
</tr>
</tbody>
</table>
In our opinion, important for the disclosure of the essence of modern leadership in public administration is the comparison of management levels according to the following parameters: determining factor, key task for employees, employees, group, decision making, tools of influence, key verbs, responsibility (Table. 3).

As shown from the table 3, the one of the critical aspects of the evolution of management from administration through management to leadership is the change in attitude to the human capital of the organization. In the first case, the efforts of managers (administrators) are aimed at managing personnel through administrative influence. In the second - the efforts of the manager are aimed at the management of human resources. That is, administration and management is a power-based boarding (formal recognition), leadership is *management, based on influence* (actual recognition) (Kalashnikova 2010, p. 28). This contrast between administration and management, on the one hand, and leadership on the other, is a consequence of the fact, that power and influence have fundamentally different origins: "... power is based on the system of relations, installations, needs, existing stereotypes. The influence is manifested through their change" (Shainov 2008, p. 214).

It should be noted, that among the modern competencies (as components of competence) of those persons, who hold senior management positions in the EU member states and the European Commission was named leadership, the scope of which, according to a study by the Dutch Institute of Public Administration (Koen Becking, Nikol Hopman 2005), contain seven key competencies:

1. openness of thinking and behavior (flexibility, ability to learn, versatility);
2. innovation (initiative - proactivity, innovation - pioneer work, creativity - creative approach, courage - spirit);
3. integrity (honesty, transparency, accountability, devotion to the cause);
4. social skills (communication skills, ability to create coalitions and partnerships, negotiation);
5. target on the result (processing information, judgment, determination, problem solving);
6. organization (organizational skills, planning and evaluation, personnel development, delegation, ability to create teams);
7. knowledge according to the level of leadership (EU level: institutions, procedures, EU policies, EU legislation, relations and partner networks; national level: sectoral policies and priorities, national system and procedures, social partnership network in Europe, EU relations - EU member state (Suray 2014, p. 371-372).

In our opinion, in this way, leadership is presented as impact-based management. This means, that the leader does not oppose the group, does not act in relation to them as an external force, but as a leader transforms the team into a single team, leads the staff. In this case, the latter act as his followers, and not his subordinates. The managerial position formally creates for leader the necessary prerequisites to be a leader (Suray 2014, p. 367-368). The effectiveness of management depends not only on how much effort is spent, but also on whether the goal, direction, priorities are correctly defined.

In addition, it is worth mentioning, that in contemporary theories of leadership (the beginning of the 21st century) special importance is given to the study of leadership in conditions and for change. The focus of modern research is the theory of leadership and the specifics of the implementation of its foundations in the practice of management activities (Kalashnikova 2010, p. 21).

Conclusions

Thus, in Ukraine, the state secretary of the ministry as a head of the civil service in the state body holds a leading position.

At the same time, under the current legislation, its main functions by position are management functions; requirements for professional competence - these are the requirements for the top manager. At the same time, although a requirement for the presence of leadership skills was written, their components also indicate the skills of the top manager.

Global trends and EU experience point to the need for a clearer definition of the professional competences of the state secretary of the ministry in Ukraine as a leader in the civil service in a state body. At the same time, one should pay attention to such a feature of leadership as an impact-based management, that requires relevant leadership skills for leadership as a top management.
The development of leadership as a top-level management in the position of the state secretary of the Ministry does not deny the need for knowledge and management skills (due to the specifics of this position), but reinforces them, transforming into leadership in evolutionary way. This will contribute to better change in the management of the ministry staff, in particular civil service personnel, and takes into account current human resources management trends, based on theories of human capital and Public Management under the Good Governance.

**Further scientific investigations** should relate to the development of leadership as a top management in the process of modernizing civil service in Ukraine.

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