

чого страждає, в першу чергу, навчально-матеріальна база, а випускники цих закладів не можуть познайомитися із сучасним обладнанням і поточними технологіями, через що у випускників відсутня сучасна культура праці. З фінансовою складовою регіонального механізму розвитку системи ПТО пов'язуються і можливості соціального захисту персоналу ПТНЗ [5]. У процесі вдосконалення механізму регіонального державного управління розвитком системи ПТО можна рекомендувати: підвищення ролі бюджетної системи регіону за рахунок перерозподілу функцій управління і фінансових коштів, а також підвищення рівня відповідальності на користь місцевих органів влади з відповідними змінами нормативно-правової бази, що регулює бюджетні відносини в регіонах; запровадження практики додаткового збільшення ставок державних і регіональних податків із метою збільшення дохідної бази місцевих бюджетів для використання їх у розвитку на конкретних територіях регіону закладів ПТО [1].

Література. 1. Поступ команди МОН на зміцнення системи освіти і науки України: професійна (професійно-технічна) освіта. URL: <https://mon.gov.ua/ua/news/postup-komandi-mon-na-zmicnennya-sistemi-osviti-i-nauki-ukrayini-profesijna-profesijno-tehniczna-osvita>. 2. Модернізація професійної освіти в Україні. URL: <https://mon.gov.ua/storage/app/media/pto/Zakhody/2020/08/Modernizatsiya%20profesijnoyi%20osvity.pdf>. 3. *Грень Л. М.* Механізми державного управління професійно-технічною освітою України : Дис.... д-ра наук з держ упр.: спец. 25.00.02. Нац. ун-т цив. захисту України. Харків. 2020. С. 455. 4. *Кілієвич О. І., Мертенс О. В.* Мікроекономіка для аналізу державної політики : Підручник. Київ: Вид-во Соломії Павличко «Основи». 2005. С. 656. 5. Сучасний стан фінансування професійно-технічної освіти в Україні. січень 2019. URL: <https://feao.org.ua/wp-content/uploads/2019/01/profesijno-tehniczna-osvita.pdf>

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TOOLS FOR THE FORMATION AND DEVELOPMENT OF LEADERSHIP IN PUBLIC AUTHORITIES

For modern states, an urgent issue is the formation of a democratic leader in public administration, capable of successfully solving problems of the present and ensuring the country's development for the future.

The art and professionalism of high-ranking officials in the management of micro and macrosystems is manifested in their ability to use power, choosing the optimal balance between one-man management and collegiality, centralism and democracy. In this skill, not only the culture of ruling is manifested, but also the culture of the one who holds official leadership positions in the state, as holders of power.

In this regard, the need for a significant improvement in the qualitative characteristics of the power activities of leaders-managers and leaders-politicians, the need to choose the most effective and efficient tools for the formation of modern leaders in public authorities is currently acquiring special significance. Since it is on these subjects that the effectiveness, legitimacy, authority, social strength, high morality of the authorities and the constructive efficiency of national management decisions depend.

Objectively, the formation of leadership in public authorities is based on certain principles of complex systems. On the other hand, the phenomenon of a leader arises and is realized only in the social environment.

Certain tools used in the preparation of a political leader of one type or another are determined by a combination of factors of both a subjective nature (personal qualities of a person) and a number of external circumstances in relation to the individual.

As the world experience shows, most of the tools for forming modern political leaders function both on a national scale and at the regional level. Political parties and public organizations purposefully train political leaders using various selection systems, which, as a result, has a significant positive effect.

Of course, one of the most effective tools for forming a leader in public authorities is the system of political and public administration education, as well as a system of scientific and practical events.

It can be noted that one of the measures contributing to the creation of a new elite is the opening and support of special educational institutions that are focused on the selection of talented young people with humanitarian, analytical and leadership abilities. A characteristic feature of the educational process in such institutions is a kind of ideology, according to which students should perceive themselves as a young national elite, called upon to develop a democratic state.

The system of scientific and practical events (training conferences, forums, seminars) was created to bring together science, initiative, innovation, on the one hand, and practical experience, on the other. In this way, the gap is bridged between intellectuals and practitioners who are able to join forces in cooperation in order to achieve the best performance in the implementation of national policies.

Thus, this tool as a whole provides a sufficiently high level of professionalism in training people who are able to most effectively solve the problems of a modern, transformational society. The specified system of elite training also forms such personal qualities as patriotism, innovative behavior, and devotion.

One of the tools for the selection and training of persons to fill vacant positions in public authorities is the personnel reserve. For the formation of the personnel reserve, in particular, the following methods are used: a comprehensive analysis of the applicant's documentary data is carried out; a special interview is organized to identify personal information (aspiration, needs, behavior motivation, etc.); in some cases, the candidate's behavior in various situations is monitored; the results of his previous labor activity are assessed (labor productivity, quality of tasks, etc.); the qualities of applicants are compared in accordance with the requirements of a particular position.

According to experts, the main task in the process of forming a personnel reserve is not only the selection of worthy candidates, but also their further proper professional training, which can take the form of: individual training under the guidance of a top-level manager; internship in a planned position in a ministry or department; passing professional courses depending on the planned position.

It should also be noted that one of the most effective tools for forming a political leader is the party movement. The creation of parties in the political process characterizes a certain aspect of the formation of leadership, the mechanism of action of the system of consciousness, culture in the political sphere of public life. This institution provides the dynamics of the creation of parties, and this in turn contributes to the restoration of the political system, the arrival of new leaders, ideas, and organizational structures. The more actively parties of different ideological and sociocultural spectrum participate in political processes, the faster and more

dynamically the leader is formed, the more irreversible the democratic changes in him.

The mechanism of vertical social mobility is very similar to this tool for forming a political leader. Uncorking the channels of social mobility, especially in big politics, is important for the inflow of new personnel and rotation, without which development is impossible. According to this mechanism, upward advancement occurs only thanks to personal qualities, and not to external resources. This is what distinguishes this tool from the previous one, since in order to become a leader in a political party and, accordingly, at a certain level of government, special personal qualities, knowledge and skills are not always needed.

Thus, summing up the results, effective tools for forming a political leader in public authorities envisage continuous improvement of the public administration system, which does not introduce disorganization into the system; the allocation of all groups of competencies for leaders in the «leadership» group, the basis of which is the observance of values and ethics; a clear practical connection between the level of the position, the profile of the competence of the position, the classification standard with all elements of the civil service system; development of the system of political and public administration education; combination of leading science and professional experience through large-scale educational and practical activities; an effective and mandatory system of continuous professional development of civil servants at all levels; the presence of operating mechanisms of vertical social mobility.

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