

Research into a Need for Public Administration Specialists in State Administration and Public Administration Institutions

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Abstract

The paper deals with a need for professionals with a qualification in public administration in state administration and public administration institutions. Needs analysis is based on the results of an empiric research (N=332) carried out in 2008 in Šiauliai city state administration and public administration institutions (Šiauliai city Municipality, Territorial Customs Office, State Tax Inspectorate, Labour Exchange, Šiauliai Branch of State Social Insurance Fund Board, NGO, Public Health Care Centre, Disability and Working Capacity Assessment Office). The role of and a need for professionals with a qualification in public administration in the conditions of a market economy, requirements raised for graduates with a qualification and competences in public administration have been analysed on a theoretical level; a need for public administration professionals in the context of their qualification, competences and the institutional environment have been analysed on a practical level. Analysis of research results has showed that public administration professionals with up-to-date competences in public administration are in need on the labour market striving for effective and modern public administration.

Key words: need, public administration, state administration, specialist, qualification, institution.

Introduction

Research problem and its relevance. One of the main tasks of a contemporary state is to develop a modern system of public administration oriented to the development of state welfare. The importance of the professionalism, high qualification and competences of public administration specialists is stressed in the public administration development strategy until 2010. Therefore, every organisation in a contemporary society has to adapt to dynamic changes in the work environment; an increasing competition promotes changes in private as well as public sector institutions. A demand for employees is constantly changing therefore it is important to analyse the present and

the future need for professionals in the public sector, to study the level of their qualification, their differentiation and distribution in public sector institutions. High qualification is necessary for professionals in public administration because they are accountable to society (or its part). Training of highly qualified specialists for public administration guarantees systematic state administration and development.

Some courses related to public administration taught in Lithuania between the wars were aimed at generalisation of experience in public sector management (Jasaitis, 1999). Until 1940 a number of scientists worked in this field: A. Graičiūnas, P. V. Raulinaitis and others. In the period of Lithuania's occupation studies of and practices in public administration were suspended. After Lithuania regained its independence there was a need to analyse and make use of public administration practices abroad.

Relevance of this study is conditioned by several aspects: 1) *public need* for and concern to provide high quality services by public administration institutions, 2) *practical need* or constant changes in all spheres of our life which generate employee turnover, institutional concern in high quality work results and effective implementation of the aims, 3) lack of *research into the problems* in the field of public administration.

Research object: need for professionals with a qualification in public administration.

Research aim: to research a need for specialists with a qualification in public administration in Šiauliai city state administration and public administration institutions.

Research problem can be defined by several questions which need special empirical study:

1. What are the peculiarities of a qualification and professional competences of specialists in public institutions in the context of a contemporary society?
2. What is the situation of specialists with a qualification in state administration and public administration institutions?
3. What is a demand for specialists with a qualification in public administration?

Research tasks:

1. To do research focusing on the peculiarities of competences and a need for specialists with a qualification in public administration in the context of a contemporary society.
2. To do analysis of specialists with a qualification in public administration in Šiauliai city public administration institutions.
3. To do research on a demand for specialists with a qualification in public administration in Šiauliai city administration institutions.

Research methodology. With the aim to research a demand for specialists with a qualification in public administration in state administration and public administration institutions material from scientific works, documents and other research works was used, systematically referring to scientific literature on the requirements for a qualification in public administration.

Research methodology is based on:

1. Ideas of foreign and Lithuanian researchers D. McGraw, L. Weschler (1999), D. Osborne, T. Gaebler (1992), V. Domarkas (2003), E. Chlivickas (2001), A. Raipa (2002), B. Česnulevičienė, J. Lakis (2002), E. Gustas (2003), R. Šnapštienė (2007) and others on modern public administration.
2. Peculiarities of modern conceptions of a qualification, competences and their development in the organisation in social sciences (B. Denhardt, 2001; T. J. Barth, 2002; T. Vocino, L. Wilson, 2001; A. Žalys, 2007; P. Jucevičienė, P. Lepaitė, 2000; R. Laužackas, K. Pukelis, 2000; V. Domarkas, 2003; R. Čiutienė, I. Šarkiūnaitė, 2004; V. Tubutienė, 2006; E. Chlivickas, 2001; D. Šaparnienė, 2002 and others).
3. Methodology of empirical selective research used and widely accepted in social sciences.

Methods applied in the research: a) analysis of scientific literature and documents, b) survey of respondents in a form of a questionnaire, c) statistical data analysis.

Theoretical basis of the research

The role of and a demand for specialists with a qualification in public administration in modern market conditions. Public administration is a form of administration open (accountable) to public needs and interests, regulated by the laws and legal acts of the Republic of Lithuania (Raipa, 2002). At this stage of society development citizens are looking forward to constantly improving results of state administration and do not tolerate ineffective functioning of its institutions. This binds public authorities to se-

arch for *new means of improving the public administration system* therefore modern public administration doctrines which raise new requirements for civil servants have strengthened (Gustas, 2003). A couple of decades ago D. Osborne and T. Gaebler (1992) summarised these requirements into 10 principles, relying on which state authorities could change the nature of their activities, facilitate employee selection and solve public sector administration questions. These principles characterize the essence of public institutions as following:

1. *accelerating*, coordinating rather than steering;
2. *based on public participation*, empowering rather than servicing (public participation in state administration is a must);
3. *competitive*, providing conditions to compete selling goods and providing services;
4. *implementing their mission*, able to improve rule-based administration;
5. *result-oriented*;
6. *meeting a needs* of customers (public), not of bureaucracy;
7. *entrepreneurial*, generating revenue rather than entering into expenditure;
8. *foreseeing* (having a clear future vision aimed at the implementation of their aims);
9. *decentralised*;
10. *market-oriented* (Osborne, Gaebler, 1992).

Recent dynamic changes in the social, economic and political environment and reforms in the public sector have conditioned special concern to a qualification and professional competences of specialists in public administration as that is becoming an important indicator of state development. Not accidentally year by year more and more attention is being given to various aspects of training civil servants and upgrading their qualification (Domarkas, 2003). According to O. Šarmavičiaus (2007), currently public administration is shifting to strategic planning: a clear vision is being developed to plan actions aimed to reach results and foresee them. Implementing a public administration development strategy it has been aimed to develop by 2010 a professional, stable and competitive public service capable of performing its functions effectively.

Specialists in public administration work in state administration or municipality institutions or offices and perform functions defined by the laws and legal acts: prepare projects for laws and legal acts, apply legal acts, supervise their implementation; analyse social, economic, ethical, legal and political problems, prepare projects to solve them implementing the state policy in a particular state administration sphere; develop plans for state programs and projects, implement and assess them; prepare reports

and documents; perform similar functions; lead other employees (Viešojo administravimo studijų krypties reglamentas, 2007).

Specialists in public administration work in state administration institutions therefore they are *civil servants* by job positions. Nowadays the following requirements are set out for civil servants:

- make efforts not only to provide public services themselves but also promote others to contribute to the solution of public problems;
- meet a needs of citizens (clients), not of bureaucracy;
- have a clear vision and strive to implement it;
- be able to institute market-oriented administration.

With the view of providing quality services by state institutions, civil servants are called to change their work style: work in a team, take decisions, perform various extra tasks, communicate effectively.

With the view of identifying civil servants' needs to upgrade their qualification, the Ministry of Interior Affairs carried out a survey in ministries, county governors' administration offices and municipalities at the end of 2001 – beginning of 2002. On the basis of survey result analysis of priorities in training civil servants were identified by the blocks of training

programs. A strong need for training in management, economics, law, development of administrative and public administration skills was identified at all three levels of administration.

It is evident that research into a need for specialists with a qualification in public administration is lacking. It is acknowledged that reconciliation of demand and supply in general, demand on the labour market is set taking into consideration quantitative parameters (situation on the labour market, economy indicators, etc.), however, qualitative research into a demand for professionals is of no less significance taking into consideration objective as well as subjective factors: employers' opinion of the present and future demand on the labour market. However, research show (Denhardt, 2001; Barth, 2002; Raipa, 2002; Domarkas, 2003; Tubutienė, 2006; Chlivickas, 2001; Šaparnienė, 2002 and others) that demand for professionals on the labour market to great extent depends on the level of the acquired qualification and competences. Therefore it is important to forecast not only general quantity of labour force but also qualification, in the case of our study – demand for specialists with a qualification in public administration on the labour market (see Fig. 1).

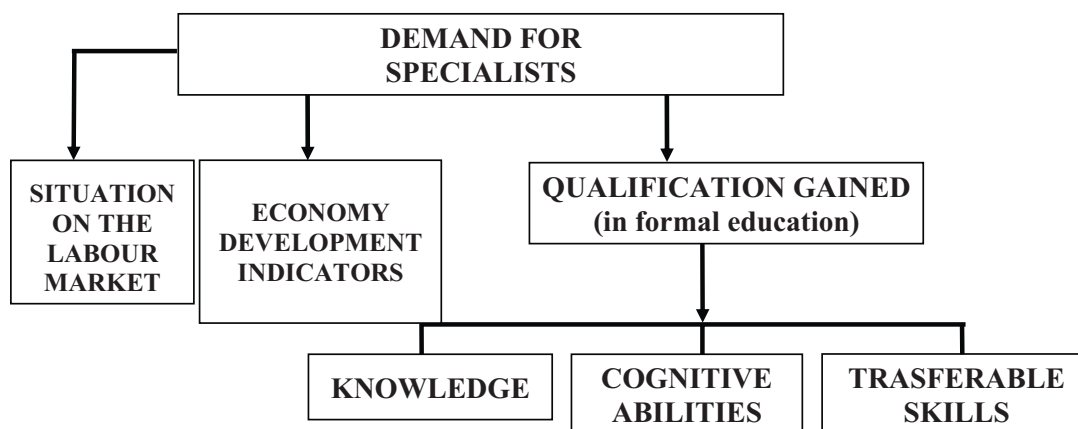


Fig.1. Research indicators on a demand for specialists

Requirements for Public Administration program graduates' qualification and competences. Since Lithuania regained its independence, the arrangement of state administration, work quality and employers' requirements have changed. Lithuania had to develop a new system of training public administration professionals and upgrading their qualification (Chlivickas, 2001). During the first 5 years of independence training was spontaneous, even chaotic; however, a considerable progress has been achieved in the later years.

Currently the main form of training public administration servants is in-service training but the role of academic public administration programs is also important.

Public administration studies were initiated only in 1994 in Lithuania. Currently professionals in public administration are trained in 7 universities of Lithuania. 4 universities (Kaunas University of Technology, M. Riomeris University, Vytautas Magnus University, and Šiauliai University) offer Bachelor and Master degree study programs (Šiauliai University offers a specialisation in a Master program of Management); Vilnius University offers only a Master program and 2 universities, the General J. Žemaitis Military Academy of Lithuania and Klaipėda University, offer only a Bachelor program in Business Administration (Šnapštienė, 2007). A traditional (classical) and a new public administration model are combined

in Public Administration study programs therefore professional training provided in those universities differs, some universities focus on theoretical training more, others – on a particular field of the science.

Requirements for a qualification and competences in public administration are set out in the Regulations for the Study Field of Public Administration (Viešojo administravimo studijų krypties reglamentas, 2007). Here the main aims are outlined implementation of which would guarantee training of highly qualified and competent professionals. It is stressed in the Regulations that students on this program: *have to acquire basic knowledge in public administration; be able to understand the activities of public administration institutions and the processes of the formation and implementation of the public policy; be able to apply the gained knowledge and skills in their professional activities; be able to function in spheres wider than public administration.* It is said in the Regulations that the basis of public administration programs is competent and qualified teaching staff able to provide knowledge and develop skills necessary for future professional activities. General competences of the teaching staff are assessed by the following criteria: academic expertise, teaching experience, active use of at least one of the EU languages (English, German, French), use of effective and modern teaching / learning methods, the level of scientific research done, acknowledgement in professional, scientific and other communities, qualification upgrading, students' positive records on the teaching quality.

Domarkas (2003) maintains that employment in organisations performing different activities and in different positions requires special theoretical knowledge and skills of different level. The stock of necessary knowledge and experience depends on the level of activities, whether it is a *technical, conceptual or social level*. Working at a *technical level* in advance approved and known means are applied therefore theoretical competence is not very important. Employees who work at a *conceptual level* take decisions on the ways how to achieve the defined aims in particular spheres. They need theoretical competence to evaluate the present situation and be sure of the necessity for future actions. Working at a *social level*, according to J. Kooiman (1993), attention has to be given to synergy of and relations among program agents, the process of public policy implementation has to be approached as socio-political administration which is characterised as a more or less continuous synergy of the social partners, interest groups, non-government organisations, other institutions and power bodies. As O. C. McSwite (2001) has stressed, work at this level

requires theoretical competence of the highest level what means systemic thinking and analysis, adequate assessment of complicated situations and an ability to opt for the most reasonable way resolving a problem. The levels mentioned above are intertwined, closely linked, transition from one level to another is frequent therefore modern theoretical as well as practical professional training is not only desirable but also necessary.

Methodological characteristics of the research

Substantiation of the research instrument. In order to implement set out research tasks 2 questionnaires were developed: for the employees in the state and public administration institutions and for the heads of the institutions. The questionnaire for the employees included 29 questions, for the heads – 25. The developed questionnaires are based on scientific literature on public administration theories, situation in training professionals, peculiarities of public administration policy formation, having participated in seminars “Preparation of the research methodology on a demand for specialists and implementation of a pilot study in high technologies“ (Vilnius, 2007-11-30), conference “Forecasting Demand for Specialists in Lithuania“. In order to get the most exhaustive information on the peculiarities of training specialists in public administration reference was made to the Regulations for the Study Field of Public Administration (Viešojo administravimo studijų krypties reglamentas, 2007). Moreover, information provided in *Study Programs offered at Šiauliai University* (2006) was also used developing the questionnaires.

Questions were made up with the aim to get most complete and clear information on the competences of public administration specialists, a demand for public administration specialists in Šiauliai city state and public administration institutions.

Characteristics of the research sample. The survey was carried out in 2008 in Šiauliai city state and public administration institutions on an official permission of the heads of the institutions. Quantitative research sample is made up of the respondents from bigger Šiauliai city state and public administration institutions. The research sample consists of 332 respondents. Specialists from Šiauliai city Municipality, Territorial Customs Office, State Tax Inspectorate, Labour Exchange, Šiauliai Branch of State Social Insurance Fund Board, NGO, Disability and Working Capacity Assessment Office (see Table 1) took part in the survey. The majority of the employees in these institutions were 31–50 years of age, the heads – 40–60 years of age.

Table 1

Respondents' distribution by institutions

Public sector institutions	Employees		Heads	
	No. of respondents	%	No. of respondents	%
Municipality	51	19,5	16	25,4
Territorial Customs Office	51	19,5	11	17,5
State Tax Inspectorate	38	14,6	6	9,5
Labour Exchange	39	14,9	10	15,9
Šiauliai Branch of State Social Insurance Fund Board	55	21,1	10	15,9
NGO	8	3,1	3	4,8
Other	20	7,3	14	11
Total	262	100	70	100

A popular belief is that the heads of public institutions are long-service employees. Thus, one of research variables is years in service of respondents. Research findings showed that the number of young specialists has been increasing and the number of long-service employees decreasing in these institutions. The majority of respondents marked that they have been in service for 10 years, but rather many have been in service for 10-20 years (94 respondents). Survey of the heads of the institutions showed that even 36% have been in service for up to 10 years. Thus, it can be stated that a popular belief is wrong, a big part of the heads have recently completed their studies, are familiar with the latest management theories, are able to apply the gained knowledge and skills purposefully and use modern technologies.

Research results

One of research tasks was to identify a number of specialists with a qualification in public administration employed in the public sector. The findings showed that 11.6% of the employees and 10% of the heads *have a qualification in public administration*. Most employees *have a qualification in finance and economics*, the heads – *in construction and industry*. Data in Table 2 show that the number of specialists with a qualification in public administration employed in Šiauliai city state and public administration institutions is comparatively low.

Table 2

Respondents' qualification by diploma

Diploma qualification	Employees		Heads	
	No. of respondents	%	No. of respondents	%
Public administration	28	11,6	6	10
Finance, economics	58	24,1	10	16,7
Service	50	20,7	1	1,7
Administration	28	11,6	6	10
Education	53	22,0	12	20
Personnel	5	2,1	-	-
Social services	11	4,6	4	6,7
Law	4	1,7	2	3,3
Construction, industry	4	1,7	17	28,3
Other	-	-	2	3,3
Total	241	100,0	60	100,0

Thus, analysis of specialists by qualification showed that currently not many specialists with a qualification in public administration are employed in public administration institutions. In our research mainly 1 or 2 specialists had a qualification in public administration, there were over 10 specialists with this qualification only in Šiauliai city Municipality

and Labour Exchange. The presented numbers allow to state hypothetically that a demand for these specialists on the labour market should grow.

Analysis of the mode the specialists and the heads have gained the knowledge and skills necessary for their present positions showed that mainly it was *in-service training courses and seminars* (about

37%); 28.4% of the employees – *studying*; 21.4% of the heads – *the workplace*. It means that, apart from studies, much attention is given to in-service training courses / seminars, in-house training because qualification upgrading is one of the main objectives for a civil servant.

With the view of identifying the areas of the most often updated knowledge and skills respondents were asked: *What are the areas you have recently updated your skills?* A big part of respondents (39.6%) updated their skills in *public administration, strategic planning, management and psychology*. It means that these skills and abilities are most important for work in public administration institutions.

Identification of knowledge, skills and competences in public administration in terms of a demand for specialists.

One of the main research tasks was to identify what knowledge and skills respondents have in public administration. Research showed that both the employees and the heads assume that they have sufficiently knowledge and skills in *public administration ethics, reconciliation of public and private interests* (49% and 41%). Respondents noted that they lack knowledge and skills in *inter-state relations, public policy formation and implementation processes* (22%). The heads, according to them, lack knowledge and skills in *public administration research methods* (23%), *public policy formation and implementation processes* (11.9%) (see Fig. 2).

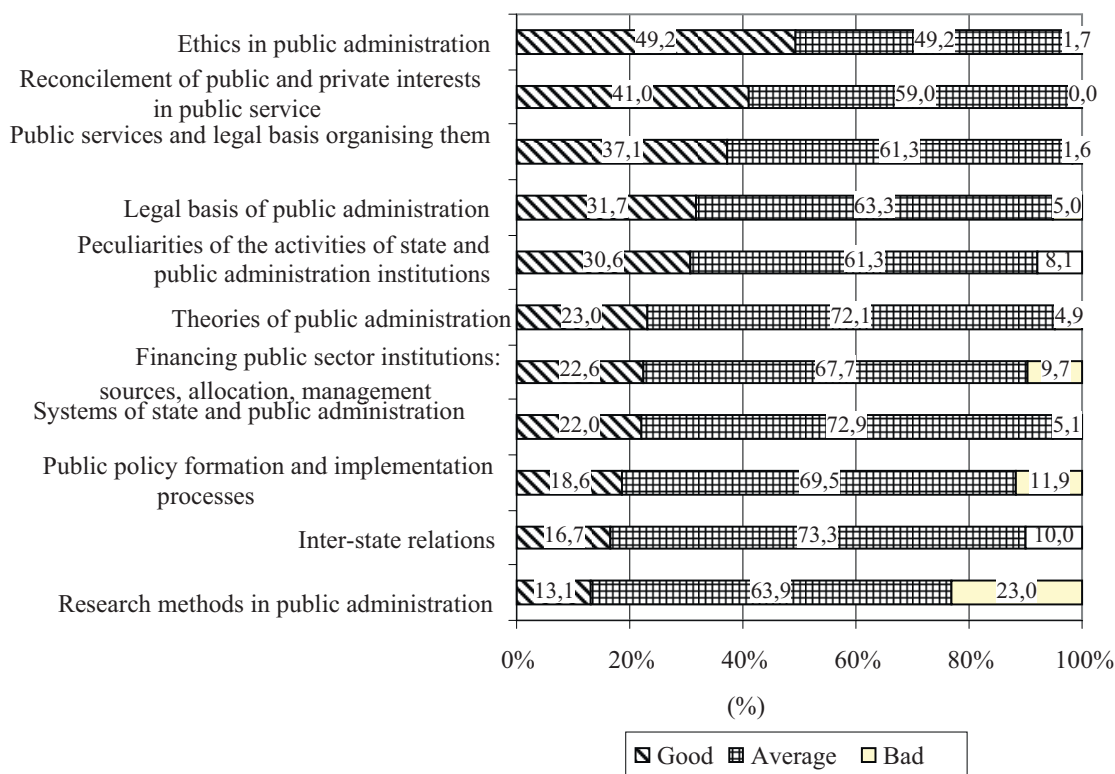


Fig. 2. Present knowledge and skills ($N_{\text{employees}}=252, N_{\text{heads}}=61$)

Analysis of respondents' cognitive abilities showed that they are best acquainted with the ways of *finding, processing, systemising and analysing statistical data and information* (27.9% and 32.10%) but know *research methods in public administration and its development problems* least (30% and 26.8%). Data analysis shows that both the employees and the heads lack cognitive skills and abilities in public administration necessary in their practical activities.

Analysis of a need for practical skills showed that respondents have sufficiently good skills of *performing practical tasks* but it has to be stressed that they lack *the knowledge of the laws and legal acts and their application in practice* (35.5% and 33.9%), *of the application of information-communication*

technology while doing practical tasks (25.8% and 28.1%). Respondents stressed that they need knowledge how to apply innovations in practice most.

Thus research results show that the specialists and the heads are updating their knowledge and skills continuously, actively participate in seminars, consult with co-workers, learn in the workplace. Public administration specialists have sufficiently good general knowledge and practical skills, however, the majority of them lack the knowledge and skills related to their qualification in public administration. Lack of the knowledge and skills of the application of innovations and public administration research methods are stressed most.

In conclusion, on the basis of analysis of pub-

lic administration specialists' knowledge, skills and abilities, it may be assumed that specialists in Šiauliai city state and public administration institutions need knowledge and skills in public administration, it may be hypothetically said that there is a need for specialists with the latest knowledge and skills in this field.

Analysis of respondents' interest in their qualification upgrading in terms of knowledge and skills in public administration showed that both the heads and the specialists are willing to deepen their knowledge and skills in almost all identified areas of public administration (rating of a need for qualification

upgrading ranged from 89% to 62.80%) (see Fig. 3). Respondents lack and would like to deepen their knowledge and skills in *the legal basics of public administration, know more about public service and the legal principals of organising it* most. Willingness to deepen the knowledge of *the financing principles of the public sector: sources, allocation, management, peculiarities of state and public administration, etc.* has been also stressed. It has to be noted that in general the heads expressed bigger concern to update the above mentioned knowledge except the knowledge of *reconciliation of public and private interests in public service*.

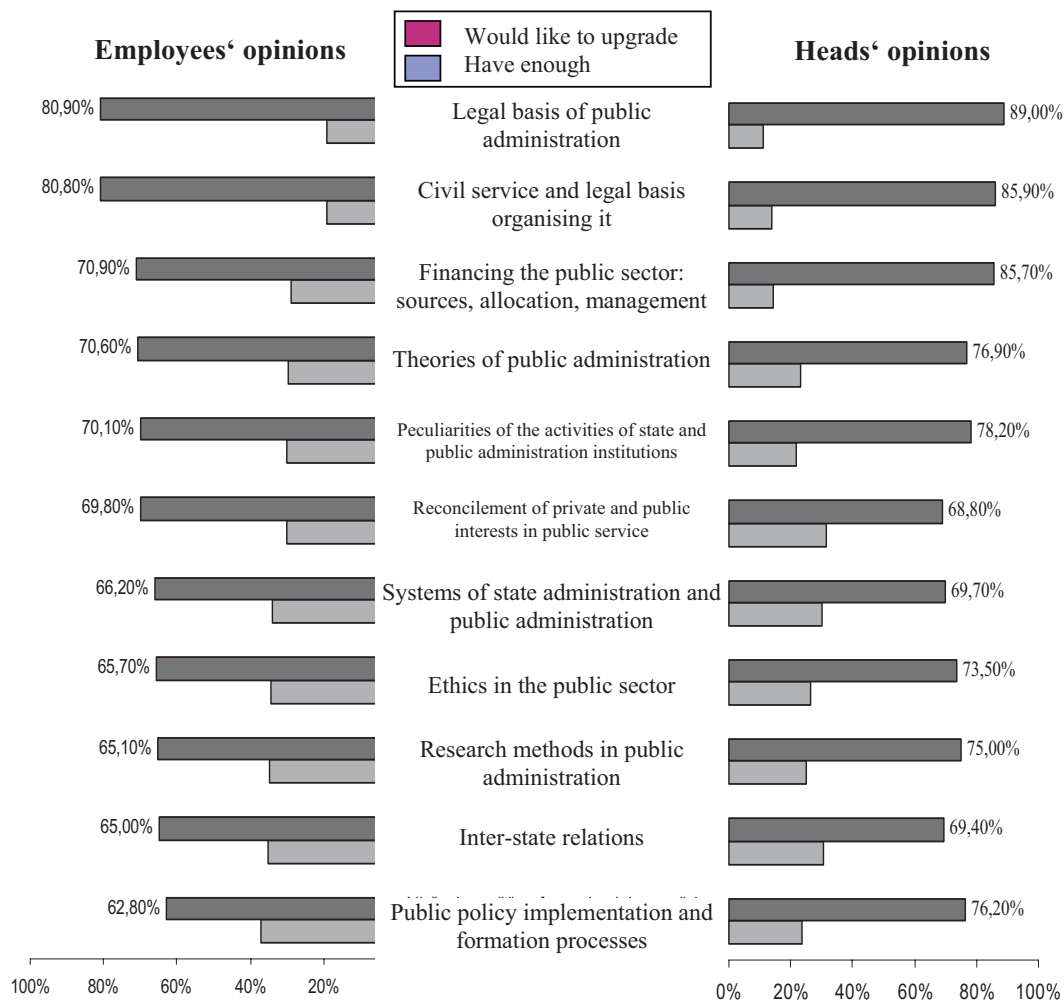


Fig. 3. Interest in qualification upgrading in terms of general knowledge and skills in public administration

The aim of the research was to identify qualification upgrading interests of the heads and specialists from Šiauliai city state and public administration institution in terms of their cognitive abilities. Fig. 4 shows the situation of respondents' needs for cognitive abilities. It is obvious that the employees assess their cognitive abilities better than the heads as they maintained that they have enough abilities in the selec-

ted areas, however, in general answer ratings were rather similar for the both groups of respondents. Both the heads and the specialists are willing to deepen their *abilities to apply innovations in public administration*, they also need skills and abilities *to identify, analyse problems in the public administration sector and find ways to resolve them*.

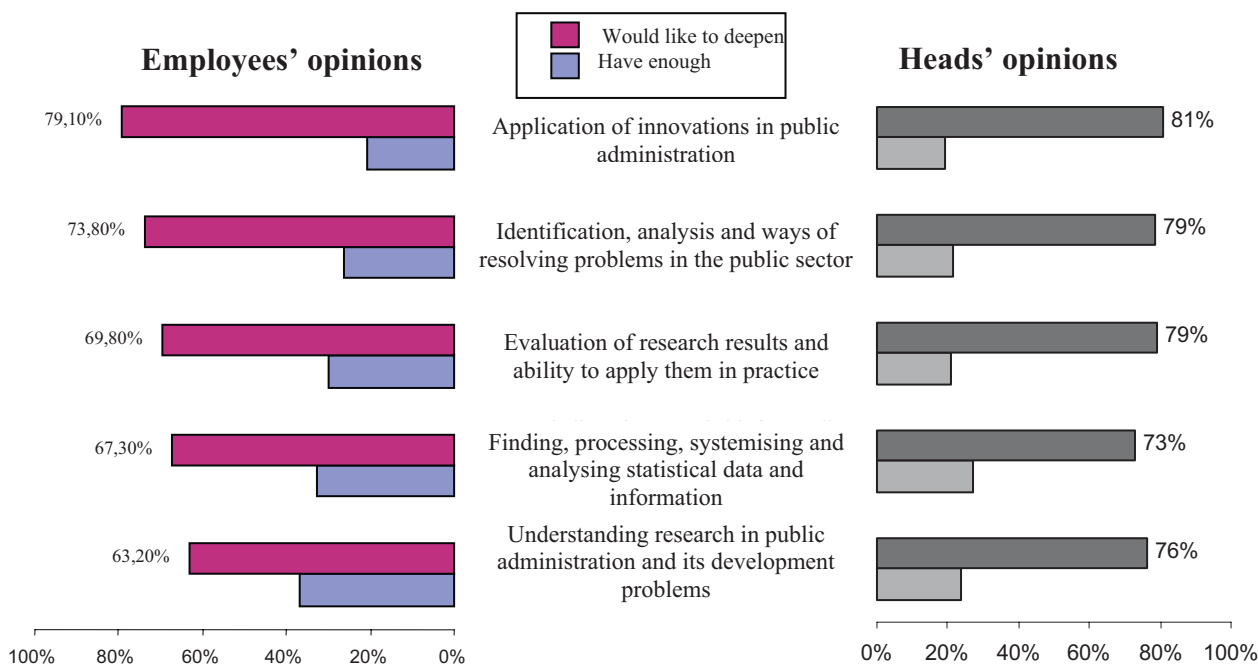


Fig. 4. Interest in qualification upgrading in terms of general deepening cognitive knowledge and skills in public administration

Analysis of the opinions of Šiauliai city public administration specialists and heads about their practical skills in different spheres showed rather low self-assessment (assessment “have enough practical skills“ is low), meanwhile interest in qualification upgrading (statement “would like to deepen“) expressed by the both groups of respondents is high, their answers ranged from approximately 70% to 80%. Firstly respondents stressed practical skills related to *understanding of the laws and legal acts and their application in practice, resolving disputes / complaints, knowledge, skills and application of information-communication technology in practice, etc.* Respondents are employed in the public sector and carry out practical tasks; however, they understand that in order to

work more efficiently they still lack some practical skills.

Analysis of a demand for specialists with a qualification in public administration in the context of the institutional environment. With the view of identifying a need for public administration specialists the heads of the institutions were asked how the listed knowledge and skills in public administration are necessary for specialists employed in their institutions. Even 70% of the heads claimed that are *necessary* and 18.3%, were sure that they are *very necessary* (see Fig. 5). An assumption can be made that, according to the heads, a need for specialists with a qualification in public administration is desired and obvious.

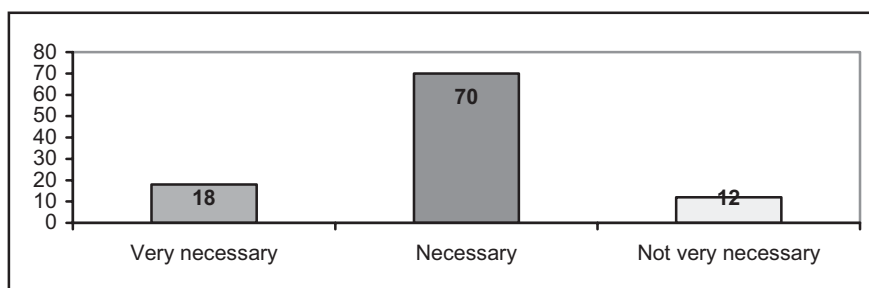


Fig. 5. Heads' attitudes towards the necessity of knowledge and skills in public administration in the institution ($N_{heads} = 60$)

A need for specialists is related to the aims and tasks of the institution / organisation, its innovativeness and attitudes prevailing in it. When the heads were asked to give the most characteristic features of

the organisation, according to them they were: *continuous accumulation of knowledge and information, team work, continuous information updating, application of information-communication technology.* It

shows that much attention is paid to employee training in these institutions. The employees are given an incentive to upgrade their qualification, update the gained knowledge and skills as all that would help to perform the assigned tasks more effectively and reach planned results.

Analysing the heads' answers to the question *What is most important for employment?* the heads were asked to rate 7 provided answers by importance. The mean of answers provided in Fig. 6 shows that, according to the heads, *the most important factors in employment are education, professional experience and computer literacy.*

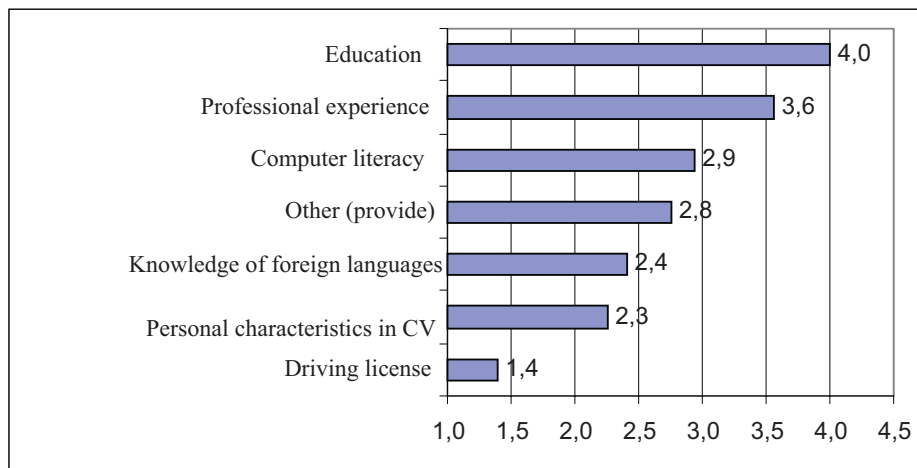


Fig. 6. Employment determining factors: heads' opinions ($N_{\text{heads}}=67$)

The employees were also asked a similar question *What influenced your employment most?* Answers given by respondents from the both groups were almost similar. The employees also stressed *education*. *Professional experience* turned out to be of less importance. Thus, gained qualification is the main advantage in employment in the public sector, just as in business companies. The above mentioned factors show that business administration students have more employment in the public sector opportunities than specialists with a qualification in other fields because they are trained to meet particular requirements.

Conclusions

1. Comparative analysis of the number of employees employed in the institutions and of those with a qualification in public administration showed that the number of employees with a qualification in public administration employed in public administration institutions is fairly small. It turned out that 11.6% of specialists and 10% of the heads employed in the institutions under analysis have a qualification in public administration. The majority of specialists have a qualification in finance and economics, the majority of the heads - in construction and industry. An assumption can be made that the current situation has been conditioned by short-term traditions training public administration specialists in Lithuania and low labour turnover in public sector institutions.
2. A demand for specialists is closely linked to the

gained qualification and competences. Thus research into the knowledge, skills and competences of the employees and the heads of Šiauliai city state and public administration institutions showed that public administration specialists have rather good general practical knowledge and skills but they lack knowledge and skills related to a qualification in public administration. Analysis of the specialists in Šiauliai city state and public administration institutions opinions on their knowledge, skills and competences can lead to an assumption that specialists in Šiauliai city state and public administration institutions need modern skills and abilities in public administration what further allows to hypothetically maintain that there is a demand for specialists equipped with modern knowledge and skills. Thus, in order to make public administration effective and modern the labour market needs public administration specialists with modern competences in public administration.

3. Analysis of public administration specialists' interest in qualification upgrading done within this research allows to maintain that: 1) both the heads and the specialists would like to deepen their knowledge almost in all areas related to public administration (rating needs for upgrading ranged from 62.8% to 89%). Mostly respondents need and are willing to upgrade their knowledge and skills in the legal basis of public administration, to have a better understanding of the legal basis organising public administration. Willingness to deepen knowledge of public administration finan-

cing: sources, allocation, management, peculiarities of public administration, etc. was stressed; 2) both the heads and the specialists would like to deepen their cognitive abilities in these areas: application of innovations in public administration, problem identification, analysis and ways of their resolution; 3) interest in the development of practical skills is related to an understanding of laws and legal acts and their application in practice, dispute / conflict resolution and decision making, application of communication-information technology while performing particular functions, etc.

4. With the aim of researching a demand for public administration specialists in Šiauliai city public administration institutions special focus was given to identification to what extent specialists need knowledge and skills in public administration. 70% of the surveyed heads stated that their employees need this knowledge, 18.3% of respondents were sure that they need it very much. An assumption can be made that a need for specialists with a qualification in public administration is obvious.

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Viešojo administravimo kvalifikaciją turinčių specialistų poreikio tyrimas valstybės valdymo ir viešojo administravimo institucijose

Santrauka

Vienas pagrindinių šiandieninės valstybės uždavinių – sukurti modernią viešojo administravimo sistemą, orientuotą į valstybės gerovės kūrimą. Viešojo administravimo plėtros iki 2010 m. strategijoje pabrėžiama viešojo administravimo specialistų profesionalumo, aukštos kvalifikacijos bei kompetencijos svarba. Todėl šiandieninėje visuomenėje kiekviena organizacija privalo taikytis prie dinamiškų darbo aplinkos sąlygų, didėjanti konkurencija skatina pokyčius tiek privačiose organizacijose, tiek viešajam sektoriui priklausančiose institucijose. Darbuotojų poreikis kinta kasdien, todėl svarbu analizuoti esamų bei būsimų specialistų poreikį viešajame sektoriuje, tirti darbuotojų kvalifikacijos lygį, specialistų diferenciaciją bei pasiskirstymą viešojo sektoriaus institucijose. Aukšta viešojo administravimo specialistų kvalifikacija yra būtina, nes jie atsakingi visuomenei (ar jos daliai). Aukščiausios kvalifikacijos viešojo sektoriaus specialistų rengimas yra sistemingo valstybės valdymo ir plėtros garantas.

Straipsnyje nagrinėjamas viešojo administravimo kvalifikaciją turinčių specialistų poreikis valstybės valdymo ir viešojo administravimo institucijose. Poreikio analizė grindžiama empirinio tyrimo (N = 332), realizuoto 2008 m. Šiaulių miesto valstybės valdymo ir viešojo administravimo institucijose (Šiaulių miesto savivaldybėje, Teritorinėje maitinėje, Mokesčių inspekcijoje, Darbo biržoje, „Sodros“ Šiaulių skyriuje, NVO, Visuomenės sveikatos centre bei Neįgalumo ir darbingumo nustatymo tarnyboje), rezultatais.

Siekiant ištirti viešojo administravimo kvalifikaciją turinčių specialistų poreikį valstybės valdymo bei viešojo administravimo institucijose naudotasi mokslo darbų, dokumentų bei tyrimų medžiaga, išnagrinėta bei sistemingai remtasi mokslinė literatūra apie viešojo administravimo kvalifikacijai keliamus reikalavimus.

Tyrimo metodologija grindžiama: a) įvairių užsienio šalių ir Lietuvos mokslininkų – D. McGraw, L. Weschler (1999); D. Osborne, T. Gaebler (1992); E. Chlivicko (2001); V. Domarko (2003); B. Česnulevičienės, J. Lakio (2002); E. Gusto (2003); A. Raipos (2002); R. Šnapštienės (2007) ir kt. idėjomis apie šiuolaikinį viešąjį administravimą; b) šiuolaikine socialinių mokslų samprata apie kvalifikacijos ir kompetencijos raiškos bei tobulinimo organizacijoje ypatumus (T. J. Barth (2002); E. Chlivickas (2001); B. Denhardt (2001); V. Domarkas (2003); P. Jucevičienė, P. Lepaitė (2000); A. Raipa (2002); D. Šaparnienė (2002); V. Tubutienė (2006); T. Vocino, L. Wilson (2001); A. Žalys (2007) ir kt.); c) socialiniuose moksluose susiklosčiusia ir visuotinai pripažinta empirinio atrankinio tyrimo metodika.

Tyrimo taikyti šie metodai: a) mokslinės literatūros ir dokumentų analizė (vadybinės literatūros analizė leido ištirti organizacijų valdymo ypatumus žmogiškųjų išteklių plėtros, tiksliau, būsimųjų specialistų poreikio raiškos aspektu; dokumentų analizė atvėrė galimybes susipažinti su Lietuvos Respublikos įstatymais, Valstybės tarnyboje funkcionuojančiais įstatais, nuostatomis, aukštojo mokslo dokumentais, Viešojo administravimo studijų reglamentu ir pan.), b) respondentų anketinė apklausa, c) statistinė duomenų analizė.

Teoriniame lygmenyje analizuojama viešojo administravimo kvalifikaciją turinčio specialisto vieta ir poreikis šiuolaikinės rinkos sąlygomis bei viešojo administravimo absolventų kvalifikacijai ir kompetencijai keliami reikalavimai, praktiniame – viešojo administravimo kvalifikaciją turinčių specialistų poreikis kvalifikacijos ir kompetencijos bei institucinės aplinkos kontekste.

Institucijų darbuotojų skaičiaus bei jose dirbančiųjų viešojo administravimo kvalifikaciją turinčių specialistų skaičiaus lyginamoji analizė parodė, kad šiuo metu viešojo administravimo kvalifikaciją turinčių specialistų skaičius valstybės valdymo ir administravimo institucijose yra pakankamai mažas. Paaiškėjo, kad viešojo administravimo kvalifikaciją tirtose institucijose turi 11,6 proc. darbuotojų bei 10 proc. vadovų. Daugiausia darbuotojų yra įgiję finansų bei ekonomikos, o vadovai – statybos bei pramonės sričių kvalifikaciją. Galima daryti prielaidą, kad egzistuojančiai situacijai turi įtakos ganėtinai neilgos viešojo administravimo specialistų rengimo tradicijos Lietuvoje bei maža valstybinio sektoriaus specialistų darbo vietų kaita.

Specialistų poreikis yra neatsiejamas nuo jo turimos kvalifikacijos ir kompetencijos. Šiaulių miesto viešojo valdymo ir administravimo institucijų darbuotojų bei vadovų turimų žinių, gebėjimų ir kompetencijų situacijos analizės rezultatai parodė, kad viešojo administravimo specialistai turi pakankamai gerų bendrųjų, praktinių žinių bei įgūdžių, tačiau daugumai jų trūksta su viešojo administravimo kvalifikacija susijusių žinių bei gebėjimų. Išnagrinėjus viešojo administravimo specialistų žinių, gebėjimų ir kompetencijų raišką, galima daryti prielaidą, kad Šiaulių miesto valstybės valdymo ir viešojo administravimo institucijų specialistams dar reikia šiuolaikinių viešojo administravimo žinių ir gebėjimų. Taip pat galima hipotetiškai teigti, kad esama specialistų, turinčių naujausių šios srities žinių ir gebėjimų, poreikio. Taigi, šiuolaikinės viešojo administravimo kompetencijas įgiję viešojo administravimo specialistai yra būtini darbo rinkoje siekiant efektyvaus ir modernaus viešojo administravimo.