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The theoretical and methodological foundations for establishing public administration mechanisms to ensure personnel security have been investigated. The necessity of distinguishing between the concepts of "personnel security," "mechanism for ensuring personnel security," and "public administration mechanism for ensuring personnel security" has been substantiated. The structure of a comprehensive public administration mechanism for ensuring personnel security has been defined, encompassing organizational, legal, institutional, financial-economic, socio-motivational, competency-based, information-analytical, risk-oriented, coordination-monitoring, and other components. A classification of these mechanisms has been proposed based on functional purpose, the nature of managerial influence, the level of implementation, time orientation, the nature of threats, and the management cycle.

Key words: *state administration; state administration mechanisms; personnel policy; personnel security; national security.*

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Development And Transformation Of Public Administration Mechanisms For Ensuring Personnel Security

(Побудова та трансформація механізмів державного управління забезпеченням кадрової безпеки)

Problem statement. Ukraine's modern public administration system operates amidst significant institutional, socio-economic, security-related, and personnel-related transformations. Factors such as globalization, human capital mobility, migration flows, competition between the public and private sectors for skilled professionals, the digitalization of management processes, and evolving requirements for professional competencies necessitate a rethinking of traditional approaches to managing human resources in state bodies.

In this context, personnel security emerges as a systemic characteristic of the civil service's capacity. It encompasses not only the prevention of negative conduct among staff but also the assurance of adequate staffing levels, the alignment of competencies with the functions of the state body, and the fostering of professional development, motivation, integrity, continuity, and the preservation of institutional memory.

The Law of Ukraine "On Civil Service" enshrines principles such as professionalism, integrity, efficiency, political impartiality, and equal access to the civil service, all of which directly form the regulatory foundation for personnel security [1]. Furthermore, the legislation defines professional competence, professional development, the operations of human resource units, performance assessment, professional training, and other HR procedures as integral components of civil service functioning [1]. However, a scientific challenge remains regarding the lack of a unified, systemic approach to defining the structure of the specific public administration mechanisms that ensure personnel security. The existence of individual HR procedures does not equate to the existence of a holistic personnel security mechanism. It is essential to combine them into a system that operates based on shared goals, principles, methods, resources, and information support.

Analysis of recent research and publications. Scientists from Ukraine and abroad—including O. Borysenko, P. Bottomley, M. Bublii, J.S. Gould-Williams, V. Jacobson, S. Dombrovska, O. Kriukov, V. Martynenko, T. Momot, V. Moroz, A.M.S. Mostafa, N. Nyzhnyk, V. Panchenko, O. Parkhomenko-Kutsevil, O. Pravosud, V. Sychenko, J. Sowa, T. Tkachenko, S. Shevchenko, O. Yaremenko, and others—have defined the legal, organizational, resource-related, economic, informational, and other aspects of formulating and implementing personnel policy, as well as ensuring personnel security. At the same time, it is evident that the mechanisms for ensuring such security have not yet received a unified scientific characterization, which complicates the process of scientifically sound improvement.

The aim of this article is to define the specific features of structuring public administration mechanisms for ensuring personnel security.

The main results. According to the tenets of public administration theory, public administration mechanisms constitute a system of methods, means, and tools through which public authorities exert a targeted influence on societal processes to achieve specific goals [6].

Regarding personnel security, the object of such influence is the personnel potential of the civil service, while the subject matter encompasses personnel processes, risks, relationships, competencies, motivation, professional development, personnel continuity, and other characteristics of the human capital within state bodies.

Based on the foregoing, the mechanisms of public administration for ensuring personnel security should be defined as a system of interconnected ways, methods, means, and tools of administrative influence exerted by public administration entities on personnel processes. The aim is to ensure the resilience, professional capacity, integrity, motivational stability, continuity, and protection of the civil service's personnel potential against internal and external threats.

A fundamental distinction of this approach is that personnel security is not equated with a specific function of the human resources unit. While the human resources unit is one of the direct institutional agents of the relevant mechanisms, personnel security is shaped by a much broader system of entities, regulations, financial resources, digital systems, and procedures for control and professional development.

In light of this, it is appropriate to distinguish between personnel security—understood as the target state of personnel resilience—and the mechanism for ensuring personnel security—understood as the set of means used to achieve that state. The mechanism of state management for ensuring personnel security is defined as a system of state authority and managerial influence on personnel processes aimed at achieving and maintaining personnel security.

As is known, the basis for classifying state management mechanisms lies primarily in the methods of state influence on specific spheres of public life. These methods also serve as the foundation for grouping the mechanisms of state management for ensuring personnel security. In our view, the unifying element here is the comprehensive mechanism of state management for ensuring personnel security, which comprises ten interconnected components.

1. The organizational mechanism, which defines the strategic orientation of state management regarding personnel security through the development and implementation of relevant processes, technologies, algorithms, and the like. Its primary goal is to organizationally ensure a state of personnel capacity wherein the civil service can stably perform its assigned functions, even under crisis conditions or adverse scenarios. We consider the main objectives of this mechanism to include: ensuring sufficient staffing levels; aligning employee competencies with the functions of state bodies; ensuring integrity; reducing staff turnover; forming a personnel reserve; preserving institutional memory; developing relevant competencies; and enhancing the personnel capacity of state bodies.

Thus, the organizational mechanism makes it possible to answer the question of what organizational state the personnel system needs to achieve.

2. The legal mechanism, which establishes the legal boundaries for the functioning of the personnel system. Its foundation consists of the Constitution of Ukraine, the Law of Ukraine "On Civil Service," legislation on corruption prevention, regulatory acts of the Cabinet of Ministers of Ukraine, the NADS (National Agency of Ukraine on Civil Service), and other legal instruments [4]. The legal mechanism regulates the procedure for entering the civil service; competitive selection processes; professional competence requirements; the course of civil service; performance evaluation; professional training; civil servant remuneration; disciplinary liability; the procedure for terminating civil service; the functioning of HR units, etc. It is precisely this mechanism that establishes legal guarantees for personnel security. At the same time, a current issue lies in the absence of a legislatively enshrined, holistic category of "personnel security" as a distinct object of public administration. This creates a need for the further regulatory and conceptual formalization of the concept.

3. The institutional mechanism, which determines exactly who is responsible for shaping and implementing personnel security. At the central level, a key role is played by the NADS, which formulates and implements state policy in the sphere of civil service. At the level of a specific state body, responsibility is directly exercised by the head of the civil service and the personnel management unit. In accordance with legislation, the personnel management unit is

responsible, inter alia, for implementing state policy on personnel management, personnel selection, professional development, and the documentation of civil service processes [1].

In current conditions, the role of the HR unit must shift from personnel administration toward ensuring strategic human resource management and managing personnel-related risks. In other words, the HR department must perform not only administrative functions but also analytical, forecasting, and coordination roles.

7. Information-analytical mechanism. Information is a prerequisite for managing personnel risks. The information-analytical mechanism for ensuring personnel security encompasses: personnel record-keeping; HR analytics; digital personnel profiles; staff turnover monitoring; vacancy analysis; competency gap assessment; forecasting staffing needs; professional development analysis; and personnel risk monitoring [4; 5]. Assessing these risks involves a progression: data → information → analytics → forecast → management decision. This very chain can serve as the foundation for evidence-based management of personnel security.

8. Risk-oriented mechanism, which is one of the central subsystems of a modern personnel security system. Its tasks include identifying personnel risks, determining their sources, assessing the likelihood of escalation and potential consequences, identifying hazards, developing preventive measures, and monitoring residual risk.

In our view, it is appropriate to classify the personnel risks of a public authority as follows: quantitative—insufficient staffing levels; competency-related—a deficit of necessary knowledge and skills; motivational—declining engagement and rising turnover; integrity-related—corruption and conflict-of-interest risks; organizational—flaws in HR procedures; and institutional—loss of managerial institutional capacity. informational and technological – loss or compromise of personnel-related information; crisis-related – significant, mass outflow of personnel abroad or a change in the conditions under which the agency operates. The author's approach involves introducing the concept of a "personnel stress test"—a procedure for modeling a state agency's ability to perform critical functions amidst a sharp deterioration in the staffing situation. For instance, a stress test might envision a scenario involving the simultaneous departure of 10–20% of key staff or the loss of individuals possessing critical competencies.

9. Coordination and monitoring mechanism. Control, as a function of public administration, is essential for verifying the extent to which the personnel system meets established requirements. The coordination and monitoring mechanism encompasses compliance monitoring, internal audits, performance evaluations, monitoring of personnel metrics, audits of personnel procedures, corruption risk assessments, monitoring of personnel risks, and evaluations of personnel policy effectiveness. A fundamental feature of this mechanism is the need to shift from merely monitoring actual violations to the early detection of conditions that could lead to personnel risks.

10. Socio-communicative mechanism. Personnel security depends to a significant extent on the organizational culture of the state agency. This mechanism entails establishing internal communications, developing corporate values, implementing ethical standards, fostering a culture of integrity, setting up feedback channels, involving civil servants in management, mediation (conflict management), and building trust in leadership.

The proposed classification of state management mechanisms for ensuring personnel security demonstrates that these mechanisms should not be viewed in isolation. For instance, professional training is in itself an instrument of the competency-based mechanism; however, it requires funding, regulatory support, information provision, and performance monitoring. Thus, the effectiveness of ensuring personnel security is determined by the quality of the integration of the mechanism's components.

Conclusions. The mechanisms of state management for ensuring personnel security constitute a complex system of administrative influence aimed at establishing and maintaining the personnel resilience of the civil service. They are characterized by their multi-component nature and paradigmatic significance. In this context, it is argued that personnel security cannot be ensured solely through regulatory frameworks or the activities of HR departments; rather, it emerges from the interaction of legal, institutional, organizational, financial, social, competency-based, informational, risk-oriented, and other mechanisms.

A crucial condition for their effectiveness is the shift from reactive to proactive management. The state must not merely respond to personnel-related issues but also forecast

competency gaps, identify turnover risks, build a talent pool, ensure the transfer of institutional memory, and maintain the operational capacity of government bodies during crises. It is proposed that personnel security be viewed as a fundamental component of the state's institutional capacity, and the mechanisms for ensuring it as part of the broader system of state management regarding risk and human capital. We believe that future research should focus on developing methodologies to evaluate the effectiveness of each component of this comprehensive mechanism, defining indicators of personnel resilience, creating personnel security profiles for government bodies, and devising methods for personnel-related stress testing.

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